The Office

SEPTEMBER 1952

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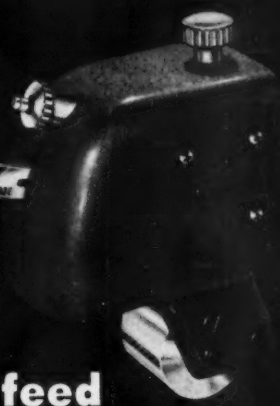

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The Office

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Vol. 36 **SEPTEMBER, 1952** **No. 3**

From Semi-Loft Space into Modern Offices at Low Cost ..... *Harold C. Pennicke* 7
Office Management in Government:
Improving Clerical Reading ..... *Quintin Guerin* 17
New Books 61
A Continuing Audit Program for Current Files ..... *Ben F. Gregory* 63
Mechanized Examinations ..... *William Hurd Hillyer* 73
Combination Check Book and Cash Journal for Small Firms ..... *Richard Neumaier* 82
American Export Lines' Machine Payroll System ..... *Charles L. Nielsen* 86
Independent Forms Distributors Plan 7th Annual Convention 92
LOMA's 29th Annual Conference in Atlantic City, September 22-24 95
Next Month's Stationers Convention Will Be Biggest Ever Held 98
How to Conduct a Meeting ..... *Leslie H. Matthies* 101
Television Speakers Read Giant Typing 106
Electric Typing Aids Accountants' Work ..... *C. A. Meroney* 111
New Products 130
A Quality Control Job at Prudential ..... *Bennet B. Murdock* 161
News of the Office 172
National Conference & Exhibit Calendar 175
Maternity Plans 178
News of the Industry 184
As We See it 202

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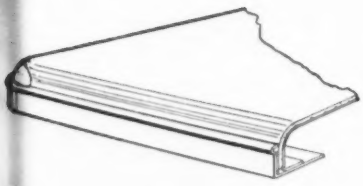

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From Semi-Loft Space Into Modern Offices at Low Cost

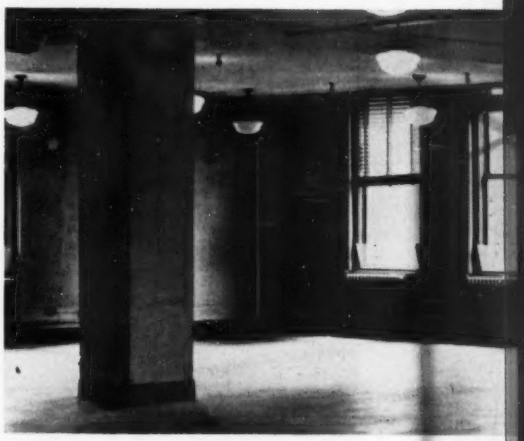
HAROLD C. PENNICKE
Management Counsel, Greenwich, Conn.

FACED with the necessity of acquiring additional space to meet its rapidly expanding service of now more than 2,600,000 subscribers, United Medical Service which formerly occupied space with its affiliated company, Associated Hospital Service of New York, recently opened its own executive offices in the Two Park Avenue Building in New York. The space covers a 40,000 sq. ft. floor of which 30,000 sq. ft. have been converted from semi-loft to modern executive and clerical offices, the remainder being sub-leased until required for future expansion.

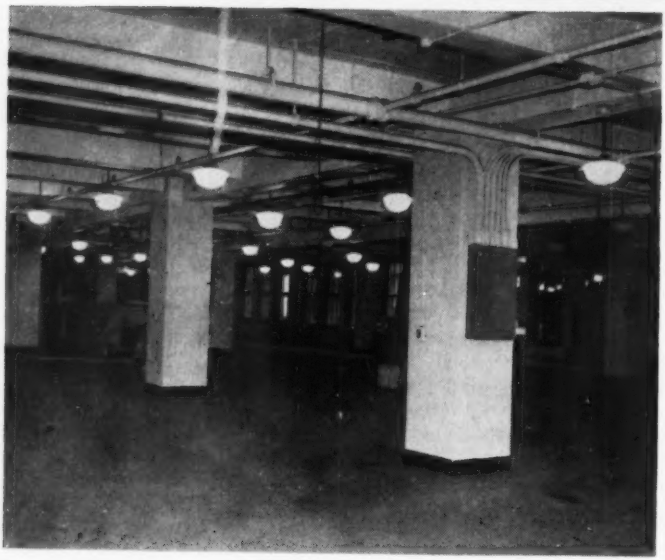
In addition to housing the executive offices, the medical report department and the actuarial and statistical divisions were also moved here. With every modern office facility except air-conditioning being included, the operation was completed at a construction cost of only $2.50 per square foot.

All existing partitions were removed to allow complete freedom in the proper apportionment of space between executive, public and operation requirements and to furnish the functional design and layout of all areas to meet the particular requirements of the service. Alterations included complete electrical rewiring and the installation of fluorescent lighting throughout all executive and clerical areas with an average intensity of 70 footcandles. Toilet facilities were increased. Sound-absorption ceilings were installed in all areas. A ventilating system was installed to service the windowless area which included the reception room, two adjacent small subscribers' interview rooms, a directors room seating 26 and a meeting room seating 50 persons.

Photographs of these offices, before and after conversion, appear on the following pages.

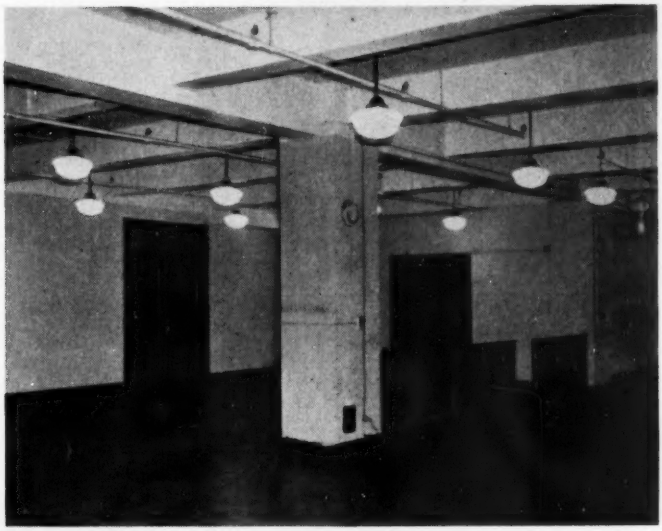


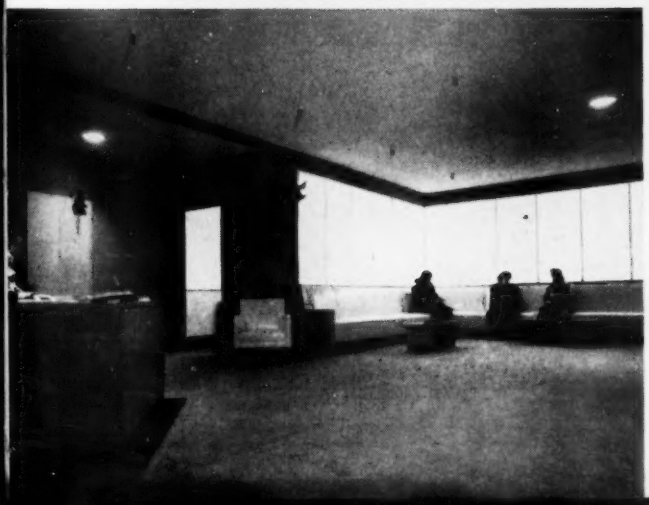
The area occupied by the president's office before and after alteration. Vertical pipes and radiators were enclosed. Two new plastered walls were installed and covered with ribbon mahogany Flexwood in natural finish. The walls shown below were painted Shenandoah green. All private offices at United Medical Service were designed to eliminate the use of drapes. All venetian blinds on hand were reconditioned and used.



The center photo shows the area of which the right half became the key punch section of the tabulating department (at top) and the left half became the mailing section (at left). Much of the excess conduit shown in the center photo had to be removed.

The center photo shows the public reception area before alteration. The building's standard door frame and double doors were refinished with bronze lacquer and clear Flutex glass (see corridor entrance at right) at a cost of $90 as against an estimated $1,400 for a new tempered glass entrance.





The finished public reception area (left) with all existing partitions removed. Aluminum frames enclose Satinal Doublex glass, fluorescent lighted from the rear. The framed entrance leads to a conference room and there is another conference room behind the receptionist. Door leads to the executive foyer (see page 10).

The executive foyer area (after and before) provides an impressive approach to seven private offices and three secretarial alcoves containing windows strategically placed to cross-ventilate the foyer. The alcove for the president's secretary is shown at rear and there is space for five additional executives or secretaries. The main work area (see page 12) is beyond the partition at left.

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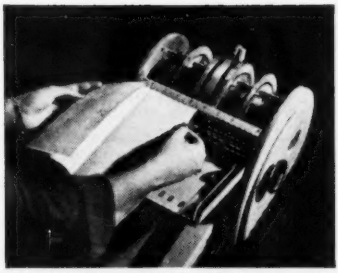
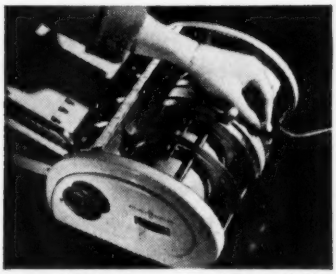
The main working area of United Medical Service, New York, before and after alteration. Five tons of old and unused conduit were removed leaving only the sprinkler pipes. Acoustical material was placed between the beams and fluorescent lighting fixtures were hung below. Ceilings were painted white and walls jade green in this area. The first and fourth columns were painted canary yellow to relieve the monotony of the large area and give the psychological effect of a two-color job. Existing dark green floor covering was refinished and used.



Easy! Fold sample sheet. Measure the folds on metal rule. Then . . .



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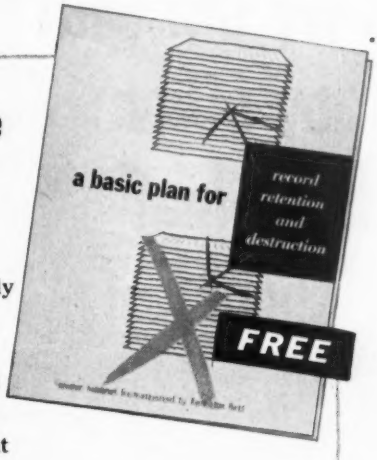

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Improving Clerical Reading

QUINTIN GUERIN
Training Assistant, Electronic Supply Office, Navy Department, Great Lakes, Ill.

READING improvement training can help management and clerical personnel, whether executive or office clerk, to read stacks of mail, directives, important articles, and still meet the demands of their jobs. Also, reading improvement training has been redeveloped to improve clerical skills.

The Electronic Supply Office, a Navy Department agency which employs over 1500 civilians with an estimated 60% of their operations being clerical in nature, has given reading improvement training to over 150 officers and civilian supervisors. Results of this training have shown an average improvement of over 40% in speed and 6% in comprehension. As part of the program, an attempt is made to help the individual eliminate unnecessary eye movements and fixations and to widen his span of vision. To accomplish this, reading improvement instructors generally employ a visual aid slide projector with a flashmeter attachment called a tachistoscope. This training device was utilized effectively during World War II to train men to recognize ships and aircraft by flashing silhouettes of enemy and friendly craft on the screen at speeds ranging from one to 1/100 second. For a number of years Dr. Samuel Renshaw of the department of psychology, Ohio State University, has been making studies stressing application of tachistoscope training to assist people to develop and im-

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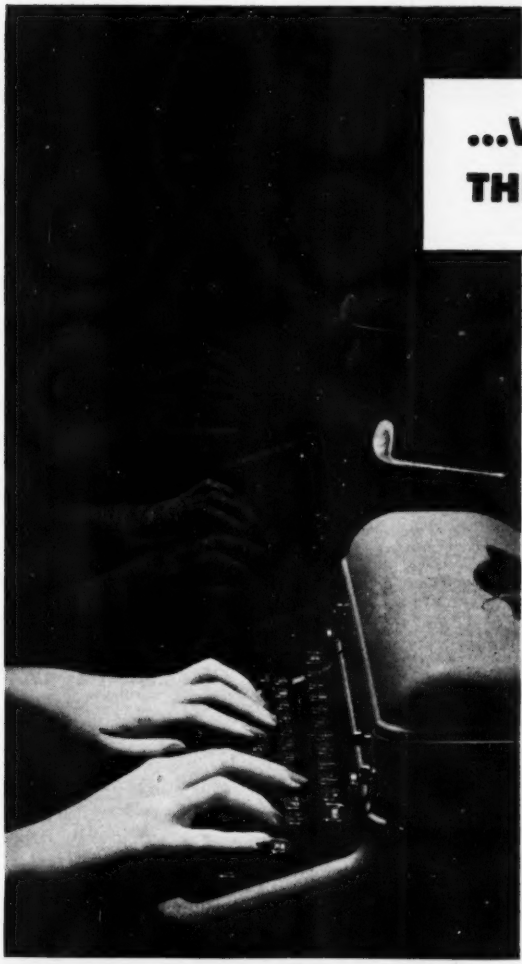
prove both their reading and visual perception skills. Participants begin training by recording short three-word phrases and four-digit numbers flashed on the screen at a speed of half a second. At the completion of this training, participants can grasp and record upwards of six or seven-digit numbers and six-word sentences at 1/100 of a second. Educational institutions use the device to train children in the recognition of geometric forms, number combinations and in arithmetic readiness training. The Electronic Supply Office has gone a step further and utilized tachistoscope training to improve clerical skills.

An outgrowth of this portion of our reading improvement program determined that visual span development training would be beneficial in the expansion of certain clerical skills and lead to greater efficiency in subsequent operations, specifically such clerical operations as filing of standard Navy stock numbered IBM cards in alpha-numerical sequence (a typical number might be N16-C-074924-9565); purging completed action IBM reference cards (a six-digit number); and transcribing and verifying manufacturers' part numbers from run-off IBM and Addressograph listings (such a number might be SLM-3240).

The clerical reading improvement program was developed as a revision of the regular reading program. The 34 clerical personnel selected to attend the program were informed they would be taking a modified version of the regular reading course, and secondly, visual span and perceptual development training would be given toward the end to help them improve their skills and efficiency in the job operations they performed and improve their reading skill.

To determine the effectiveness of tachistoscope training in the improvement of clerical abilities in the operations mentioned above, a series of tests and slides were developed. The Electronic Supply Office Training Branch constructed tests patterned after certain

Yes! 2 hands do the work of 10...



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of the clerical operations performed by these clerks. The following are samples of some tests:

1. An Alpha-numerical Symbol Sequencing Test.

a. In four columns of 20 series in each column 4, 5, and 6 digit numbers and/or mixtures of letters and numbers were placed in scattered order and the individuals tested were required to place the number in its proper sequence as shown in column one below:

3295	1	836921 ——	AMP	936	——
4836	2	835876 ——	BUP	937	——
9217	4	683927 ——	AUP	842	——
8314	3	783972 ——	BSL	392	——

Identical tests were given at the beginning and completion of the 20-session training program. The average increase in scores of the 34 persons taking the test after training was 28%, and the median an increase of 23%.

2. Numbers Transcription and Memory Test.

a. Trainees read one line at a time, then turn the page over and write the numbers in the place provided. A period of ten minutes is allowed for the completion of 50 such numbers. See sample below:

ONE SIDE OF PAGE	REVERSE SIDE OF PAGE
1. 83986521	1. ——
2. 865392	2. ——
3. 54968321	3. ——
4. 8359421	4. ——
5. 56935294	5. ——
6. etc. as far as 50	

Identical tests were given at the beginning and at the end of the 15 sessions. The median increase in speed of the number attempted was 40% and the median decrease in the number of errors was 50%. The transposing of numbers was the cause of over half the errors when the test was given the first time and only one-third the errors in the final session.

3. Alpha-numerical Selection Test.

a. Standard Navy Stock Numbers such as N16-C-93586 were flashed on the screen at speeds ranging from ½ to 1/50 second. The participants were required to select on a multiple choice basis the numbers which

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correspond exactly to the number flashed on the screen. As tachistoscope training was required to increase the visual span of the individuals to the point where they could recognize the number of digits shown at the various speeds, developmental progress was a result of the training.

4. A standardized clerical aptitude test published by the Educational Test Bureau entitled Clerical Perception Test. This was a numbers and name checking test given at the beginning and completion of tachistoscopic training sessions to 24 clerical employees working at this agency. In the numbers checking portion of the test, the group had an average increase in score of over 13% and a median increase of 15%. All but one showed an increase in score. In respect to the names checking portion of the test there was an average increase in scores of over 16% and a median increase of 15%. All but two individuals showed an increase. In respect to the number of errors the group had before and after tachistoscopic training, in numbers checking the average reduction was 6% per individual and for names checking the average reduction was over 49%.

As a follow-up of the training, individual participants were questioned as to the effectiveness of visual span development in helping them in the clerical operations they performed. Comments from the participants were highly favorable. A number of employees made specific mention of types of operations in which they felt tachistoscope visual span training helped them. For example: an employee filing IBM cards in sequences stated that one glance at the card to be filed was sufficient, whereas before training several glances were necessary. In another instance, an adding machine operator stated that he could now place a six digit number on the keyboard with just one eye fixation on the ledger and feel confident of its accuracy.

In addition to the progress noted, reading improvement in both speed and comprehension was also a result. The median reading speed of the group at

(*Continued on page 177*)

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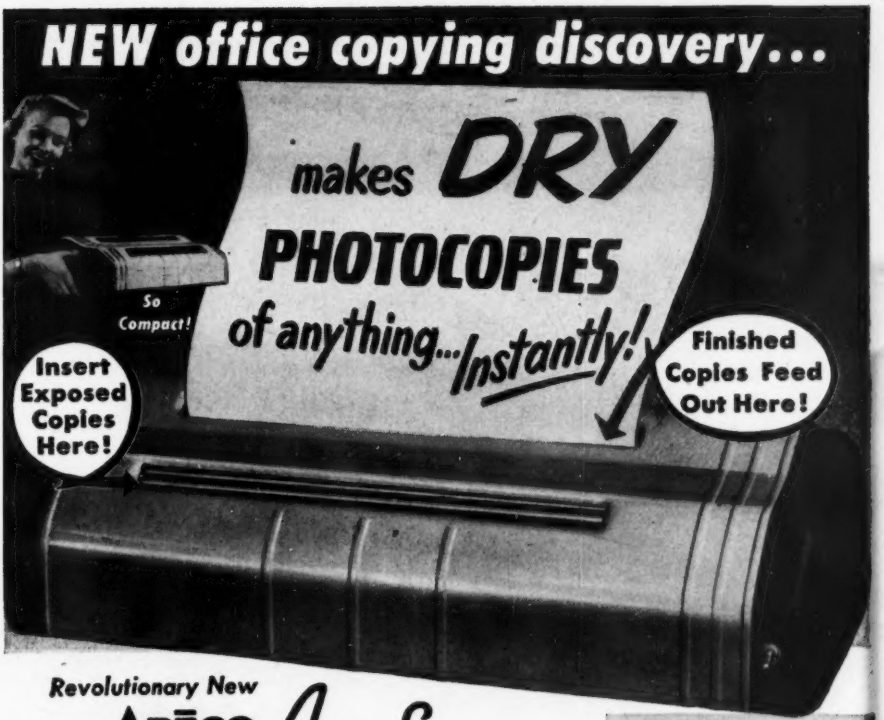

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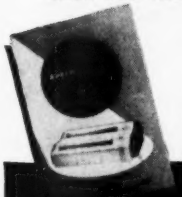

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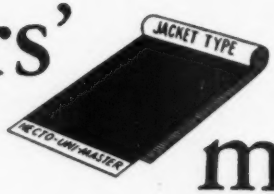

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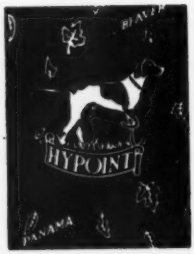

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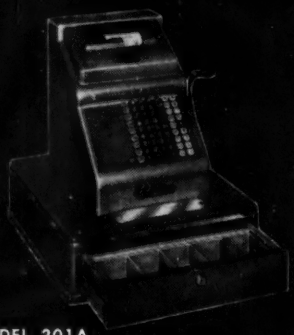

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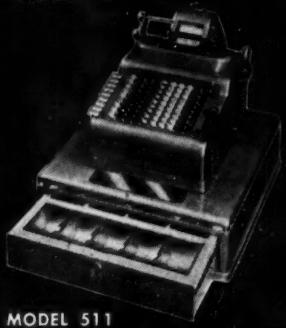

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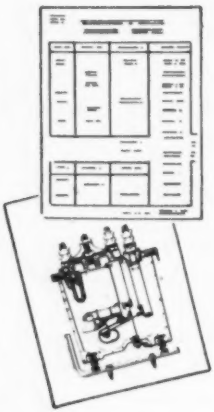

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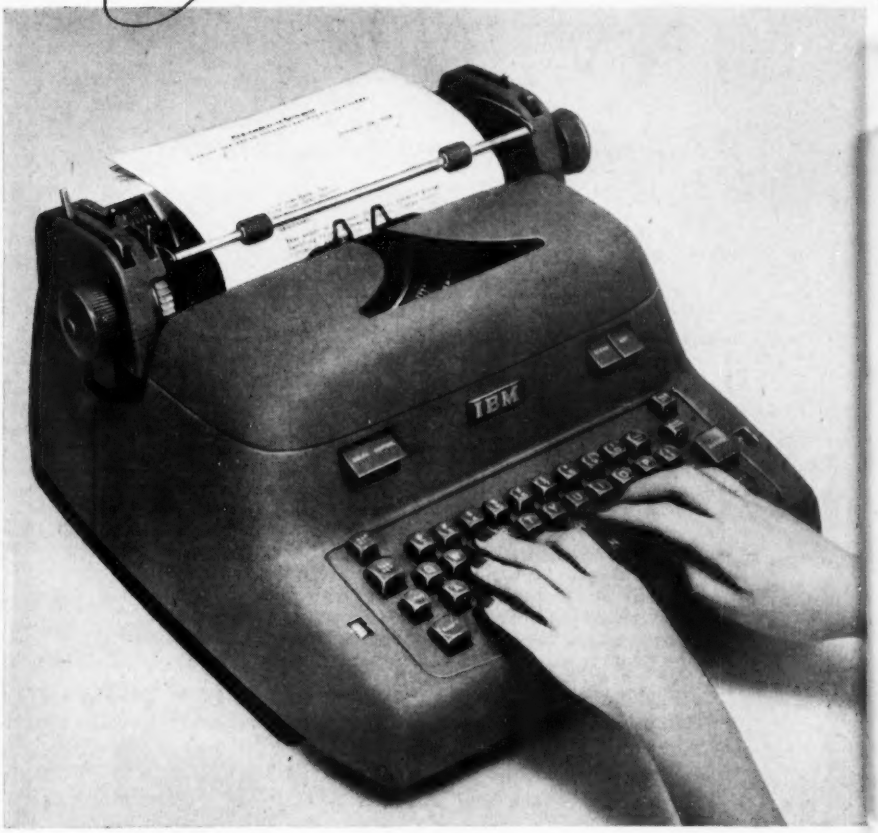

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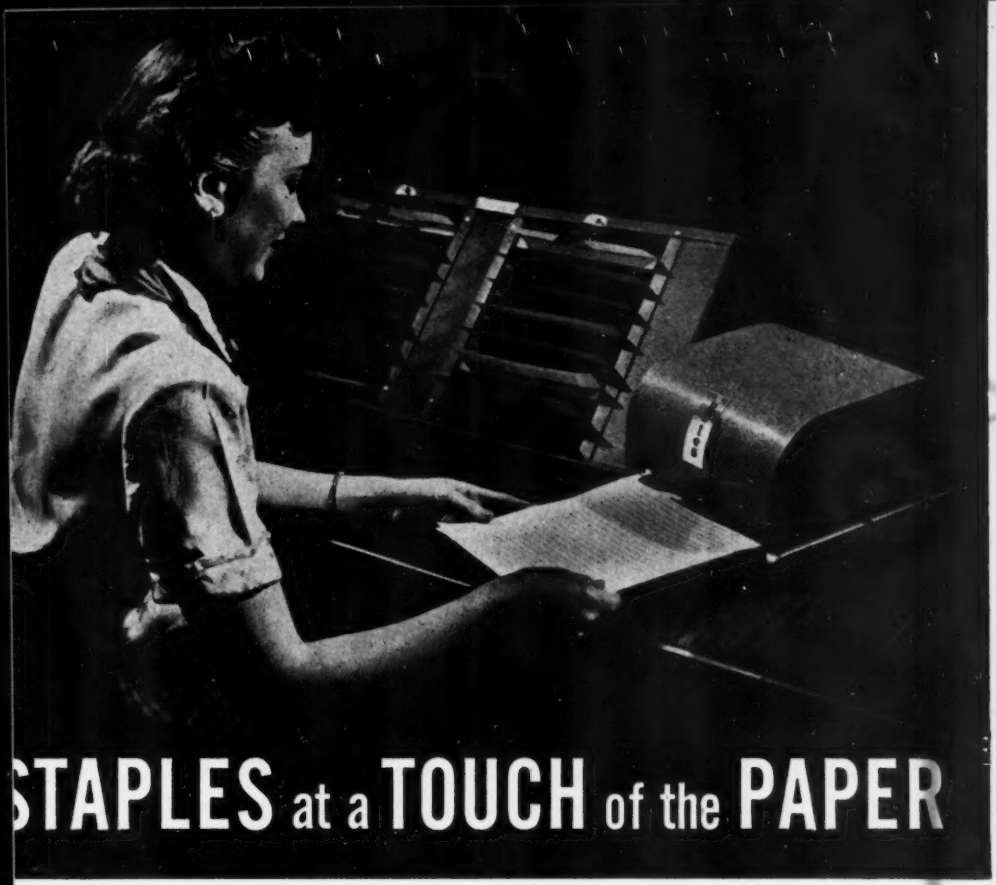

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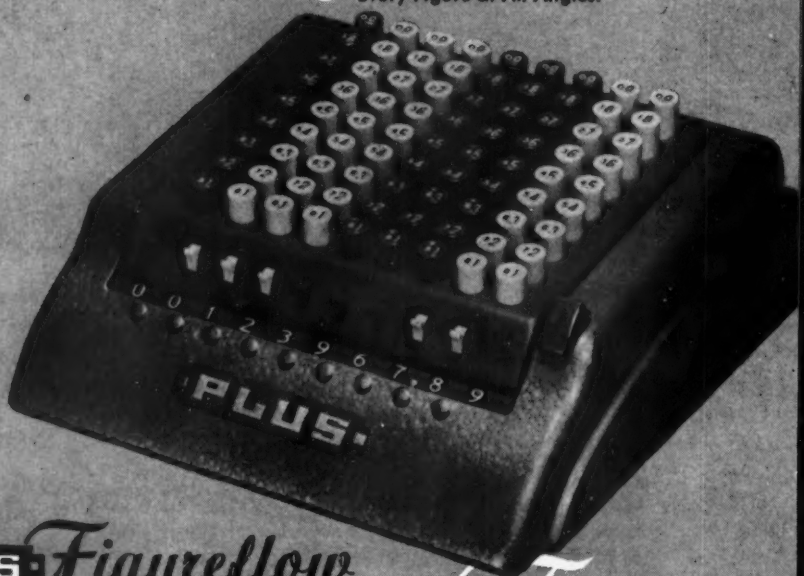

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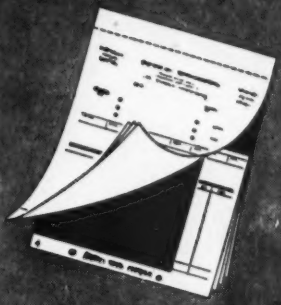

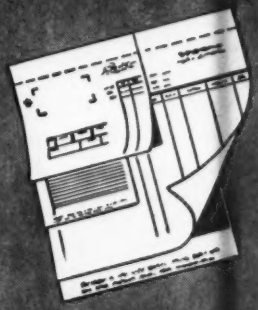

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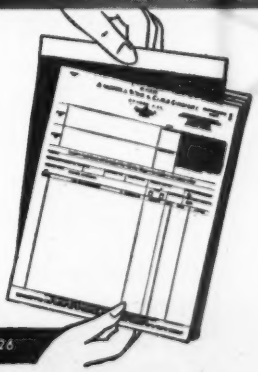

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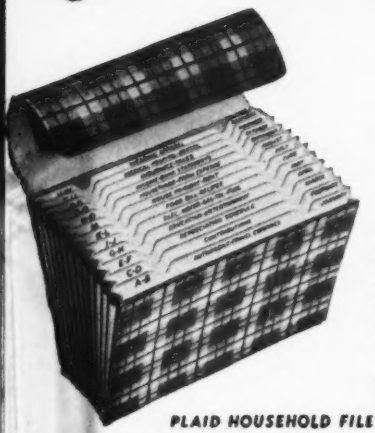

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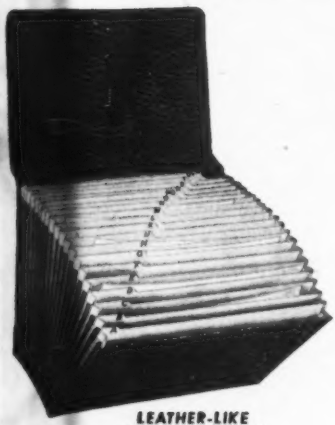

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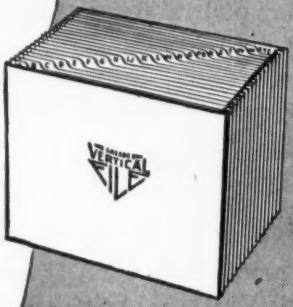

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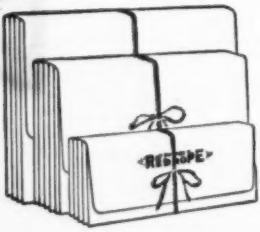

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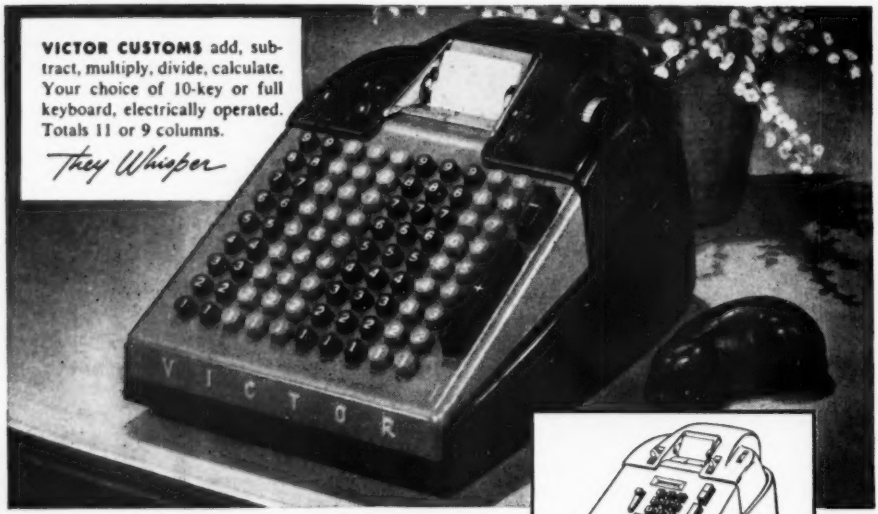

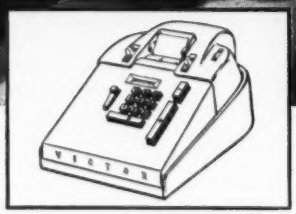

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You can actually hear the click as three forms slip into perfect alignment—ready to turn out triplicate records with one writing—the check stub, the payroll sheet, the individual earnings record.

The new Todd Form-Master puts an end to cramped writing position, illegible entries. It cuts payroll preparation costs by 50%.

With it, your records are always up-to-date and ready for inspection by the Tax Collector and the Wage and Hour Inspector.

Get the facts about the new Todd Form-Master *now*—in plenty of time to streamline your payroll procedures for 1953.

MAIL THE COUPON TODAY

Todd COMPANY, INC.

ROCHESTER NEW YORK
SALES OFFICES IN PRINCIPAL CITIES
DISTRIBUTORS THROUGHOUT THE WORLD

THE TODD COMPANY, Inc.,
Dept. O, Rochester 3, N. Y.

Please send me full information about the Todd time-saving, money-saving Payroll Systems, or

Please have your representative call

Firm _____

Address _____

City _____ Zone _____ State _____

By _____

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TIFFANY STANDS *Alone*

for FINEST QUALITY CONSTRUCTION
GREATEST OPERATOR EFFICIENCY
LOWEST ANNUAL COST

These are office machine stands that are really built to do the job. The many unusual features include the adjustable open top; 1/8" thick roll-formed, deburred edge, angle and channel steel construction; drop leaf that attaches to either side in high or low positions.

MODEL "S"

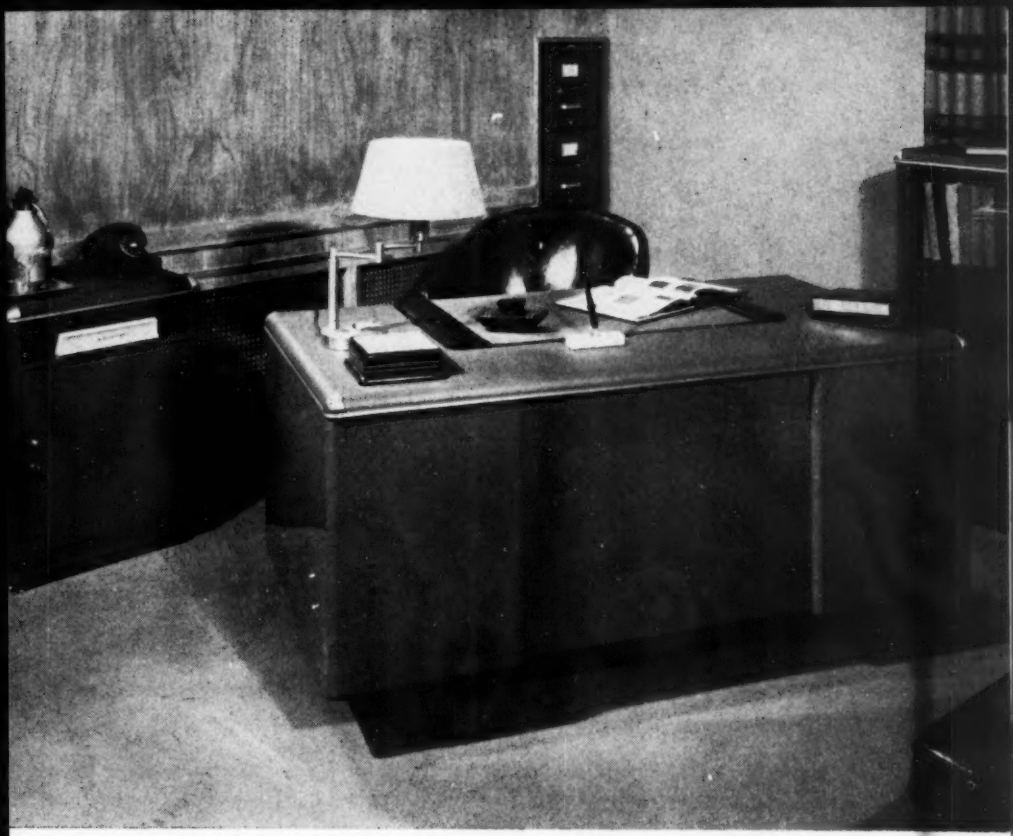
MODEL "S-BILLER"

Tiffany Stands provide safe, sure foundations for all makes and all types of business machines.

At better dealers everywhere. Illustrated literature on request.

MODEL "SS"

TIFFANY STAND CO.
POPLAR BLUFF, MISSOURI



here is an office for you . . .

Again Security takes pleasure in presenting another one of its famous CRESTLINE Office Scenes. This office will do a wonderful job for you as it is used in Security's advertising. You will find it of tremendous attention value to attract and to pre-sell your best prospects . . . those prospects whose interest lies in having the finest possible office furniture and equipment in the field today . . . Security's CRESTLINE.

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Yes, it is true WHAT THEY SAY ABOUT

Flagship Carbon Paper

FLAGSHIP isn't just a new carbon paper product—it's a whole new concept of carbon paper manufacture and merchandising!

- Flagship is curl-proof, and just curl-resistant
- Flagship's metallic back means extra wear, easier handling
- Flagship makes sharp, permanent copies
- Flagship allows smudgeless erasures

Designed to do specific things for the user, this revolutionary new sheet was designed to do important things for the dealer, too. For example:

✓ **Flagship sells on sight.** Its crisp, gleaming, efficient-looking metallic back tells its own story, makes it easier to sell this *quality* sheet than one with price appeal alone.

✓ **Flagship stays sold.** Its versatility – and its superior working, handling and lasting qualities – quickly become apparent. You save follow-up service, add to your biggest asset – customer good-will.

✓ **Flagship breeds repeat sales.** When customers come back they tell *you* why they want this superior brand. Easy repeat selling leaves time free to make still more friends for your business.

Want *all* the details? Want to see how you can take the "fuss" out of carbon paper merchandising? Want to see how you can do a bigger job with a smaller inventory? Just write or wire today. Some protected dealerships are still available.

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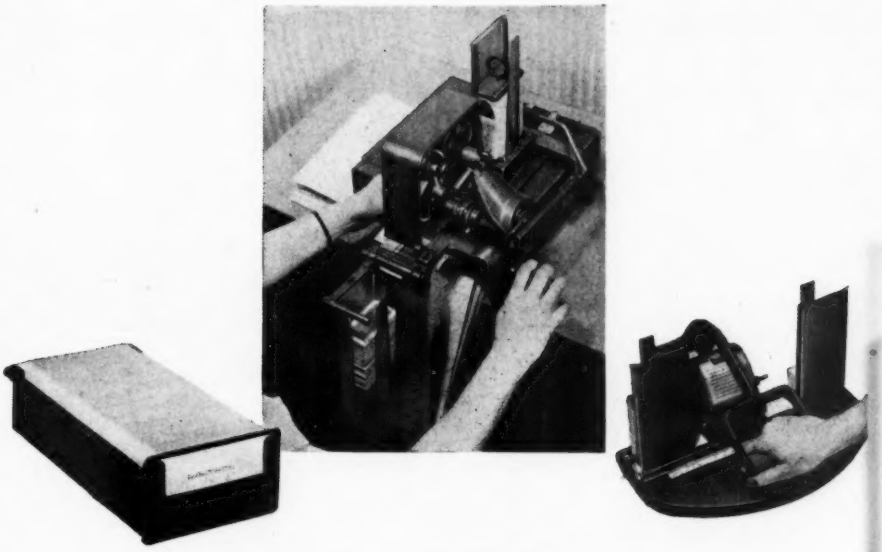

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Since the Gay Nineties there have been only two kinds of card index addressing machines.

One uses metal address plates and the other uses the famous, fiber typewriter-stencilable Elliott address cards which are filed 125 to each filing tray. These trays slide into the hoppers of the Elliott addressing machine.

The Elliott Addressing Machine Company has recently allowed dealers to sell the Elliott Addresserette . . . the lowest price, tray loaded, card index addressing machine in the world.

Dealers have already sold approximately 50,000 Addresserettes. For these same dealers, Elliott has now put into production this rotary hand crank addressing machine which feeds the same size Elliott address cards and at least triples the speed of the Elliott addresserette.

Any standard typewriter will stencil Elliott Address cards as fast as it could type names and addresses on envelopes, and each Elliott address card is guaranteed to print 10,000 addresses. (They have, in an official Government test, printed 200,000 addresses).

Elliott addressing machines sell on first demonstration to users of the non-card-index type.

Please send credit references with your first letter to

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199-D Albany Street, Cambridge 39, Mass.

Now! Important New Features make PRINT-O-MATIC BETTER THAN EVER!

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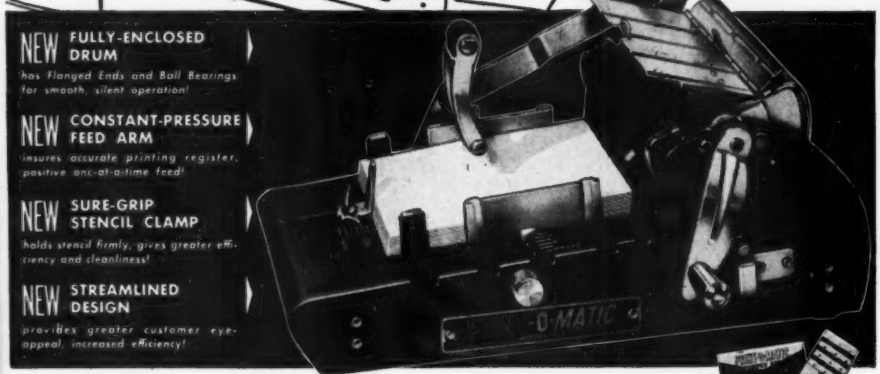

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AUTOMATIC, SELF-FEEDING, CARD-SIZE MIMEOGRAPH PRINTER

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The world's biggest LITTLE MONEY MAKER

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CALL YOUR JOBBER or Write Direct TODAY!

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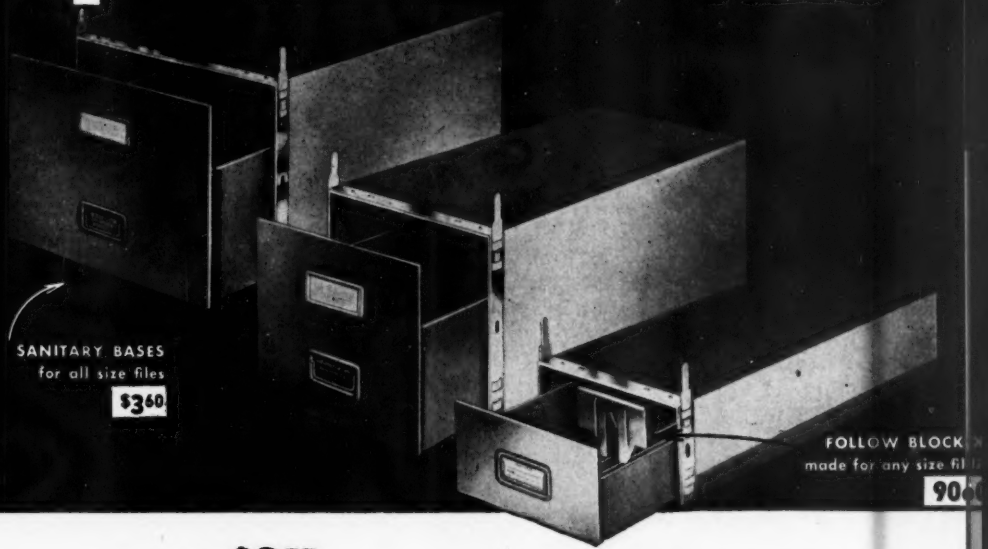

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20 sizes to choose from. Size and price chart on request.

LOCATE YOUR RECORDS EASILY—No more need of fussing and fuming. With Pronto files you can get at all records just as easily as in your regular active files.

STURDY CONSTRUCTION—Prontos are built of 275-lb. test corrugated fibre board and reinforced with steel on the shell and the four corners of the drawers.

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Without sales a business fails and jobs vanish. No matter how good a product may be, it must be sold in competition with other goods. A salesman sometimes finds his products not truly competitive. He then exercises tremendous pressures on his employer for better products, lower prices, or both. Thus, competitive selling greatly influences the progress of American prosperity.

Countries where selling is inefficient, restricted or eliminated generate far less wealth, happiness and security.

Competition, especially competitive selling, is a great American Freedom. Let us preserve it to assure Progress For All Our People.

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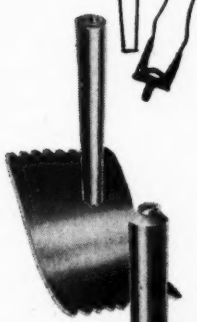

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complete with pockets —ready for instant use

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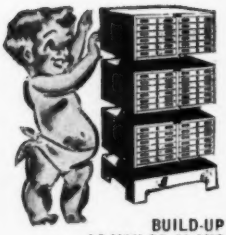

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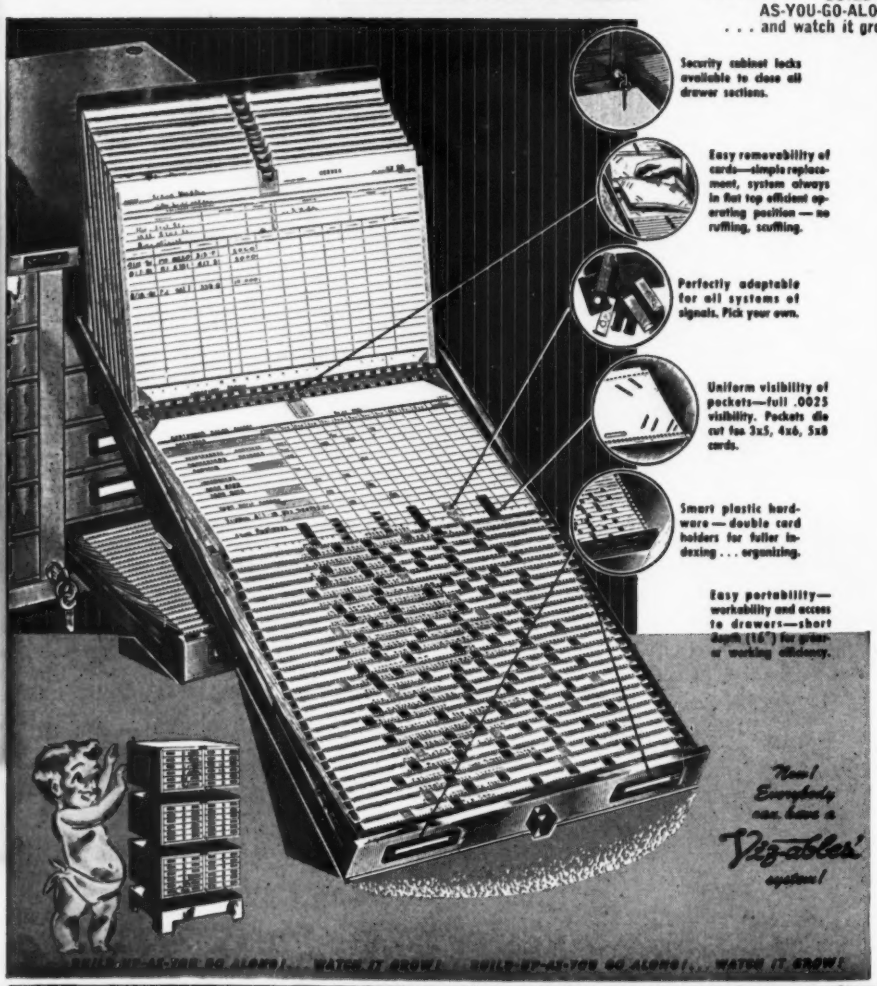
. . . and watch it grow!



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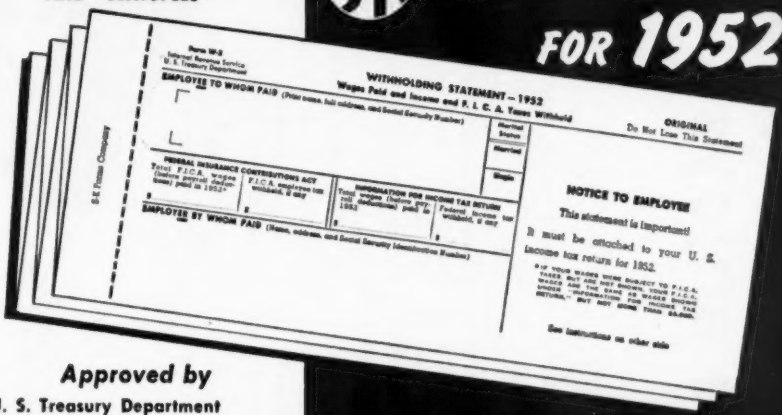

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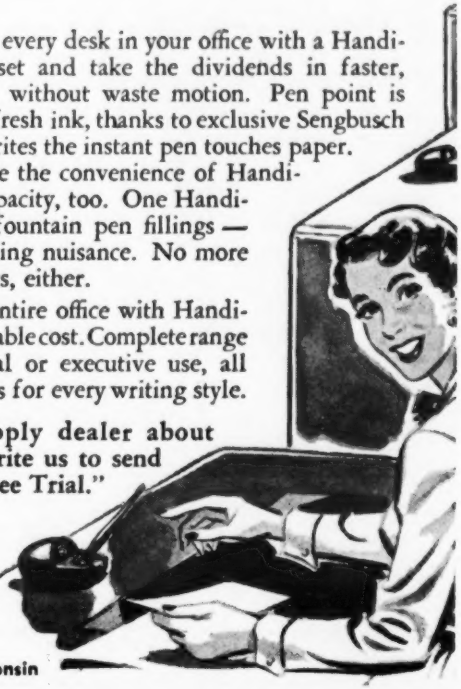
Ask your office supply dealer about Handi-pen today or write us to send you one on "10 Day Free Trial."



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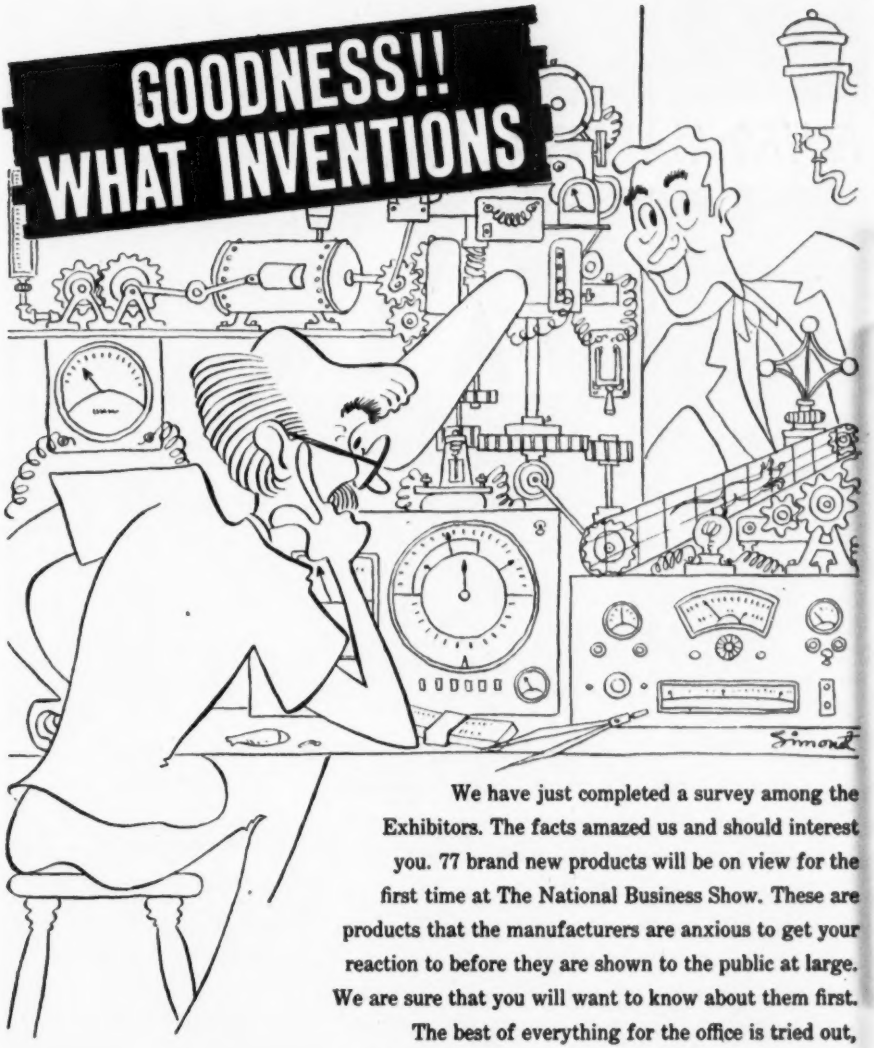

We have just completed a survey among the Exhibitors. The facts amazed us and should interest you. 77 brand new products will be on view for the first time at The National Business Show. These are products that the manufacturers are anxious to get your reaction to before they are shown to the public at large. We are sure that you will want to know about them first. The best of everything for the office is tried out, tested and compared—at The National Business Show.

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A complete company guide to executive training and manager development, for companies introducing a program of executive development or desiring to improve a present program. Fifty chapters, including an appendix and a bibliography, cover the setting up of the program—basic principles and practices; organization planning; putting the program into action; special approaches, techniques and programs; getting results from follow-up counseling; program evaluation; trends in management development; and case studies of representative companies. Included among the case studies are overall descriptions of methods used by companies like Standard Oil (N. J.), United Parcel Service, Sears, Roebuck & Co., Johnson & Johnson, Detroit Edison Co., U. S. Rubber Co., Westinghouse Electric Corp., Koppers Co., General Mills, Inc., Sharp & Dohme, Inc., Otis Elevator Co., and many others. This handbook contains specific, practical guidance on all the problems involved at every stage of planning and administration by 44 contributing authors.

MATHEMATICS OF RETAIL MERCHANDISING *by Bernard P. Corbman. Ronald Press Co., New York, pp. 327, $3.50.*

Written for merchandising students who are either in school or in a retail establishment's training program. Topics cover complete, detailed, yet simple, explanations of merchandising mathematics with realistic exercises and a minimum of theoretical discussion. No doubt there are many retailers who will find this text to be a worth while reference book.

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The Punched Card is the most comprehensive presentation of material devoted exclusively to machine accounting ever offered. Price $6.00.

Examine "The Punched Card" For 5 Days FREE

Send your name and address today for FREE five day examination. If after this period you are not completely satisfied, merely return it and there will be no further obligation. If you agree that it will be of value, bill will be sent to you or your company, as you wish.

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ON THE SPOT...

about how to increase typing production?

*you won't be after a "production plus" test**

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Yes, you'll really be able to "get off that spot" in a hurry once the new Remington Electri-conomy takes over and starts increasing your typing production. And that isn't all—its amazing electric ease of operation actually boosts typists' morale...its distinctive, uniform typescript creates a new beauty and readability for correspondence and reports.

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THE FIRST NAME IN TYPEWRITERS

*For free informative Electri-conomy Test right in your own office or free literature "Take A Letter" (RE 8499) write Room 2362, 315 Fourth Ave., New York 10.

A Continuing Audit Program For Current Files

BEN F. GREGORY

Office Methods Staff, Tennessee Valley Authority, Chattanooga.

DURING the last war many file employees left their accustomed niches to follow husbands to camp or to serve in the WACs or WAVEs while he was overseas. Others simply couldn't resist the lure of what their acquaintances described as fabulous incomes from war plant work. In many cases entire file operating staffs with years of work experience behind them vanished overnight while the enormous vacuum of expanding war industry sucked up every available candidate for employment. Such a situation left quite a few file administrators with that sinking feeling. Some of them were without benefit of any documented experience in the form of a classification manual or written instructions which new employees could use in getting started.

In most organizations the general files contain the recorded policy, decisions, procedures and significant administrative actions from the beginning. Failure to locate these records when they are needed can result in red faces on high officials. Worse still, a valued account can be lost, or a claim has to be settled for five or ten thousand which might have been refuted in court if only that letter or memorandum which held the key to refutation could have been found. Such failures can and do cause tempers to boil and general turmoil in the organization.

The situation above touched on is, provided you are at a safe enough distance from it, suavely referred to as a service breakdown. But if you're in the fire yourself you won't be inclined to amenity. Your overwhelming impulse is to fire the file operator or supervisor or both, or clean out the entire lot with one hand while you're calling the personnel office with the other. But you will be lucky if your personnel man's roster of file clerks is exhausted. Training a new file operator is expensive and takes a long time. If you are stalled off long enough for tempers to cool, you may find that the established file system, possibly even the lack of one, led to the breakdown.

When you consider remedies for a broken down file, there just isn't much choice. Rehabilitation is about the only reliable remedy and it's an expensive and tedious process to be avoided if at all possible. You will want to have a look at some preventive medicine. "Ah," you may ah, with clarity and finality, "I know just the thing: we'll have a survey made of our files." That's the pill that has a pretty color and a sugar coat. Not too expensive either. But let's see what it is doing for you after it has reached the lower region of your administrative echelon and the sugar coat has melted off. While this preventive device will likely calm the jangled nerves of your organization and may point the way to elimination of some surface troubles in your files, it is not likely to have any abiding curative or preventive effect.

Excellent file service comes from many raw materials properly blended. Among these are competent file staffs, accumulated and well documented experience with reference needs, an organizational policy of high regard for excellent service represented by the pay envelopes of file employees, and unbroken continuity of operational experience. If the average administrator finds his files a perennial headache, it's largely his own fault.

One of the most effective means of keeping the administrator continuously informed as to the general internal con-

Work Sheet I-A

FILE AUDIT AUTHORIZATION AND SCOPE

The file audit program is outlined below for the review and signed approval of the administrative officer responsible for the organization's records. This approval must be obtained prior to the beginning of the audit, and may be either complete or partial.

A permanent record is made of all exceptions taken in each step of the program. The auditor reviews these exceptions periodically with the file operator and recommends corrections, which the operator may accept or reject. All corrections are made or approved by the operating employees in the file. Exceptions withdrawn after satisfactory explanation are so recorded on the work sheets and are deducted before totaling exceptions for the audit summary. In event of final disagreement between the auditor and the operator, such exceptions are marked outstanding in the work sheet column for "Disposition."

I ADMINISTRATION

In this step a study is made of all the external aspects of the file, such as its history, present organizational set-up, environmental conditions, degree of administrative control exercised over it, the kind and extent of services provided, and the annual cost of operation.

II CLASSIFICATION SYSTEM

This step consists of a careful check of the operator's classification manual against the authorized control copy to see whether unauthorized or illogical additions have been made, and the reconciliation of all folder labels in the file with the authorized manual.

III FILING OPERATIONS

By using the representative-sampling selection method, the file is test-checked for coding, indexing, arrangement, and filing accuracy.

TVA 9215 (OS-1-52)

Introductory work sheet of TVA's file audit program (reverse on page opposite).

IV RELEASE OF FILE MATERIAL

This step includes a test check of outstanding charge-out records, a study of the follow-up method used and frequency of follow-ups, and the proper clearance of lost charge-outs.

V RETENTION AND DISPOSAL

This step includes an audit of the retention filing system if used in the file, or if not in use, the feasibility of its institution; the application of the division's retention and disposal schedule; destruction of nonrecord material; listing of record items that should be scheduled; and transfers of inactive records to storage centers.

Upon conclusion of the audit, the auditor prepares a formal report of his findings and recommendations. The original of this report is transmitted to the administrator of the file for his information and such action as he may think necessary.

Above audit program approved for the
_____File,
except for steps numbered_____.
It is understood that the audit will
begin on or near_____.

Signature_____Date_____

Reverse of the work sheet shown on page opposite.

dition of his files is the use of the file audit as a control. To the dishonest as well as the uninitiated, the word "audit" has a distrustful connotation. Notwithstanding this, financial audits have been recognized for years as an indispensable tool of fiscal administration. A file audit is no different, except that cash is not involved. Properly, a file audit is a combination of a survey of the external factors affecting file service, *plus* detailed test-checking of all related routine operations. This test-checking is performed on a predetermined plan of representative sampling. The extent of coverage is usually, though not necessarily, determined by the size of the file because small files are usually more recent in origin, or they are operated by an empoyee who has other duties besides file operation. The tendency toward errors is greater and the percentage of test-checking needs to be raised accordingly. Conversely, larger files have larger operating staffs and file operation is a continuous and sole duty. Continuity of system is more easily maintained.

An audit is performed with work sheets upon which the auditor accumulates the basic record of the completed work examined, exceptions taken, and pertinent observations as he goes along. On completion of the audit, the work sheets are used to show percentages of error for each phase of operation, and

Work Sheet I-B

ADMINISTRATION

Name of File _____ Operator _____

Location _____

Description

History

Organizational Status

Physical Description

Arrangement

Environment

Location in Relation to Offices Served

Layout

Lighting

Temperature Control

Equipment and Supplies

Administrative Control

Production Statistics

Progress Reports

TVA 9203 (OS-12-51)

Scope of Service

Main Offices Served

Services Other Than Files

Annual Cost of Service

Personnel

Name	Functional Title	TVA Grade	Salary

Total Personnel Cost _____

Space _____

Equipment _____

Supplies _____

Other (Identify) _____

Total Annual Cost _____

Auditor _____

Date _____

Reverse of the work sheet shown on page opposite.
(Headings of the additional work sheets appear on the pages following.)

support significant findings and recommendations embodied in the audit report made to the file administrator. If he is the busy executive type, blissfully ignorant of the intricacies of file operation and intends to remain so if possible, he can learn, in about ten minutes reading time, the overall condition of his individual files, and what if anything needs to be corrected or improved.

Before you sell yourself on a file audit program, you'd better have affir-

Work Sheet II-A

AUDIT OF FILE CLASSIFICATION MANUAL

Name of File _____ System Used _____

Classification Number	Nature of Exception	Disposition

Page Total (Add Errors Corrected Plus Outstanding) _____

Auditor _____ Date _____

TVA 9204 (08-12-51)

Work Sheet II-B

RECONCILIATION OF FOLDER LABELS WITH MANUAL

Name of File _____

Classification Number	Nature of Exception	Disposition

Page Total (Add Errors Corrected Plus Outstanding) _____

Auditor _____ Date _____

TVA 9205 (08-12-51)

Work Sheet III

FILE AUDIT TEST-CHECK SUMMARY

Name of File _____

TEST-CHECK IDENTIFICATION DATA			TEST-CHECK RESULTS					
			Arrangement	Coding Exceptions		Indexing Exceptions	Filing Errors	
(1) Classification Number	(2) Folder Description	(3) Folder Half	(4) Exceptions	(5) Primary	(6) Indexing	(7) Index Preparation	(8) Class.	(9) Seq.
		Page Totals						

Auditor _____ Date _____

Assistant Auditor _____ Date _____

TVA 9206 (08-12-51)

Work Sheet III-A

EXCEPTIONS TO CODING (PRIMARY CODING AND INDEXING)

Name of File _____

Classification	Date	Exception	Disposition

Total Exceptions to Primary Coding (Exceptions Minus Withdrawals) [ ]

Total Exceptions to Indexing (Exceptions Minus Withdrawals) [ ]

Auditor _____ Date _____

TVA 9207 (OS-12-51)

Work Sheet III-B

EXCEPTIONS TO INDEX PREPARATION

Name of File _____

Cross-Index Number	Date of Material	File Mark	Nature of Exception	Disposition

Total Net Exceptions (Number Corrected in "Disposition Column") [ ]

Assistant Auditor _____ Date _____

TVA 9208 (OS-12-51)

FILE AUDIT TEST-CHECK TABLE

Number of Drawers	Percentage of File To Be Checked	Folders to Be Selected
2 or less	50%	Each
3-10	25%	2nd
11-15	15%	3rd
16-20	11%	5th
21-25	8%	6th
26-30	7%	7th
31-35	6%	8th
36-40	5%	10th
41-45	4%	12th
46-50	3%	15th
over 50	3%	15th

TVA follows this table for making representative-sample test checks of all filing operations.

mative answers to some questions:

(1) Do we now operate our files according to written instructions?

(2) Do we now have an employee who would develop quickly into a qualified auditor?

(3) Can we be sure of objectivity in the audits and reports?

(4) Do our files represent actual or potential problems enough to justify the cost of the program?

If your head nods affirmatively to these questions, you can safely explore the file audit as a profitable management improvement device. If it doesn't, the file survey is about as far as you

Work Sheet III-C

EXCEPTIONS TO ARRANGEMENT OF FILE MATERIAL

Name of File _____

Classification Number	Nature of Exception	Disposition

Page Total (Total Exceptions Corrected) [ ]

Auditor _____ Date _____

TVA 9209 (OS-12-51)

Work Sheet IV

RELEASE OF FILE MATERIAL

Name of File _____

Charge Number	Classification Number	Date of Charge Out	Name of Borrower	Nature of Exception	Disposition

Page Total (Exceptions minus withdrawals) [ ]

Auditor _____ Date _____

TVA 9210 (OS-12-51)

Work Sheet V-A

RETENTION FILING

Name of File

Retention Filing Used _____ Years Adaptability in this file: Yes [ ] No [ ]

Actual Annual Disposals: _____ Drawers Estimated Annual Disposal: _____ $

EXCEPTIONS TO RETENTION FILING

Code Number	Folder Identification	Folder Half	Nature of Exception	Disposition

Page Total (Exceptions Minus Withdrawals) [ ]

Auditor _____ Date _____

TVA 9211 (OS-12-51)

Work Sheet V-B

APPLICATION OF RETENTION AND DISPOSAL SCHEDULE

Name of File _____

Authorization Number	Description of File	Retention Period	Period in File	Disposition (Show all Authorization Numbers Revised)

Page Total

Auditor _____ Date _____

TVA 9212 (08-12-51)

Work Sheet V-C

DESTRUCTION OF NONRECORD MATERIAL

Name of File _____

Description of Material	Volume and Dates	Disposition (Show date destroyed, disposal list No., etc.)

Total Volume Destroyed

Auditor _____ Date _____

TVA 9213 (08-12-51)

can go until you develop your procedures of operation and put your finger on at least one potential auditor. To develop audit procedures before operational procedures is putting the cart before the horse. Assuming that you *are* ready to institute file audits, what are the basic essentials of an adequate audit program?

(1) Development of written procedures for the auditors to follow.

(2) Determination of what completed work is to be test-checked for accuracy: coding, indexing, filing, chargeout records and followup, transfers to storage files, disposals.

(3) Development of a sliding percentage scale for test-checking different size files.

(4) Development of appropriate work sheets for each step of the audit, describing their use in detail in the audit procedure.

Some additional features of a well

Work Sheet V-D

RECORDS RETENTION AND DISPOSAL AUTHORIZATION

DEPARTMENT
NAME OF RECORD
Form Number
Kind of Copy
Filing Arrangement
Paper Size
Attached or Included Papers

Locations
Volume and Dates
Annual Rate of Growth
Evaluation of Record (Use Reverse Side)
Retention Requirements
RETENTION PERIOD
Desirability of Microfilming
Comments

SPACE HERE FOR APPROVAL SIGNATURES

rounded program might be a careful appraisal of the classification manual authorized for use in the file or, if a control copy of the manual is maintained, a complete check of the operating manual against the control copy; an appraisal of such indirect factors as layout, lighting, ventilation control, heating and cooling; organizational set-up and salaries of the file operating staff, annual or monthly cost of the file

(*Continued on page 182*)

Work Sheet V-E

TRANSFER OF INACTIVE RECORD MATERIAL TO RECORDS STORAGE

Name of File _____

Description of Record Segment	Nature of Exception	Disposition

Page Total (Exceptions Minus Withdrawals) [ ]

Auditor _____ Date _____

TVA 9214 (03-12-51)

Mechanized Examinations

WILLIAM HURD HILLYER

A FIVE-STORY building in Princeton, N. J., houses today's equivalent of a huge blackboard, whereon are seasonally chalked some 135,000 different questions in at least 300 different sets for more than two-thirds of a million educational and Governmental service candidates. Office machines are lording it in the realm of knowledge. No longer can the unsuccessful aspirant claim that his marks are unfair, for he literally makes his own "marks." Electromatic fingers feel them for correctness and mechanisms indicate his score at the headquarters of Educational Testing Service, an organization with ganglia extending nationwide into more than five thousand centers. It came into being three years ago as a merger of major non-profit testing agencies. The business of ETS is the creation, coordination, programming, distribution, scoring and even *testing* of tests. Its income—without profit—is derived from a moderate scale of fees or, in certain cases, outright bulk sales.

President Henry Chauncey tells us that ETS at founding had substantial assets, financial and otherwise, including large resources in tests and test items. Today 400 people process millions of tests at Princeton. In this article we shall stick rather closely to test development and test administration—the divisions wherein modern office methods and machines are most distinctively employed.

Dr. Warren G. Findley, director of test development, introduced us to a few of his 30-odd editors, typists, proofers, engaged in the production of tests, from whom we learned that an individual question is called an "item." Tests having to do with *aptitude* are created at the Princeton center; for those involving *achievement* ETS goes to the field and to collegiate levels. Said Mrs. Bates, item writer in science: "The most interesting test to write and to take is one that brings out things not learned in books."

Life history of a cooperative test up to its availability for school use is traced by A. H. Hausrath, director, cooperative test division. Individual school people spot the needs; ETS advisory committee reviews suggestions and recommends test; ETS appoints a committee of teachers and specialists to prepare specifications for test. A subject committee draws up specifications for content; test items to meet such specifications are written by experts inside and outside ETS; items are circulated for criticism by teachers and specialists; a trial form is submitted to sample population, answers are machine scored and items analyzed accordingly; final cooperative test is assembled to meet final specifications. Thereafter the test is tried out on a representative population to establish norms before becoming definitively available.

After the test has been printed in the service's plant, it enters the domain of test administration director J. E. Terral. Through his courtesy we are able to follow an individual application and test from start to finish.

John N. Doe, a high school student at Erewhon, Kans., wants to take a college entrance test. He requests a bulletin of information and application form (Fig. 1) of the Educational Testing Service, which mails them to his home. He fills out the application, encloses the specified examination fee and returns it to ETS before the published penalty deadline.

The mail section of ETS receives and opens the envelope, routes the application and fee to the records section inspection clerk, who scans for accuracy, completeness, proper fee, and assigns a deposit number—in this case 901471. The first digit represents the program,

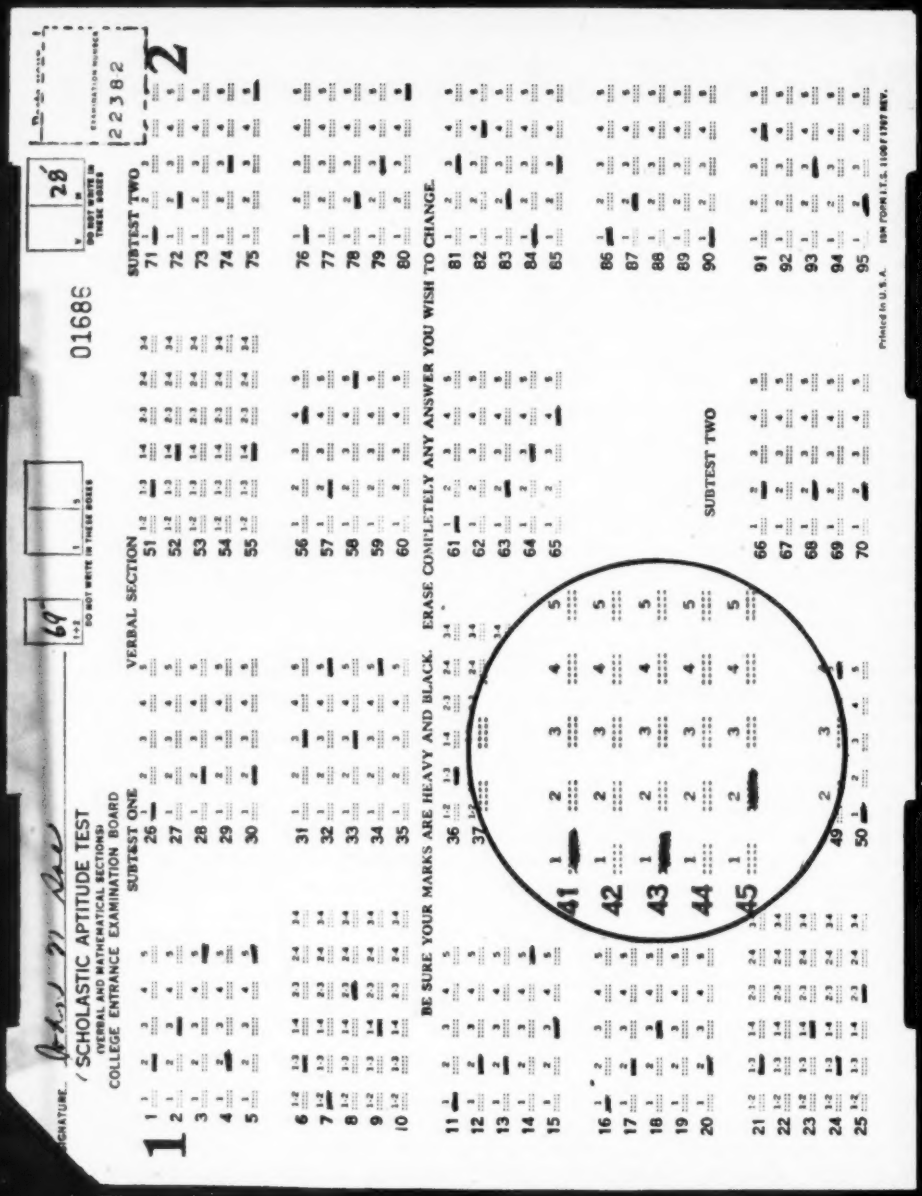


Fig. 3. An answer sheet from a typical examination.
Insert shows a section in actual size.

COLLEGE ENTRANCE EXAMINATION BOARD APPLICATION FOR EXAMINATION—AUGUST 15, 1951

This application is for the College Board Tests only and may NOT be used for the College Transfer Test which is given at the same examination centers on the same date. KEY NUMBERS WITHIN A CIRCLE ● refer to alphanumerically numbered explanatory sections in the 1950-1951 Bulletin of Information.

11.	NAME (Please type.)	Last Name DOE	First Name JOHN	Middle Name N.	
12.	BIRTH DATE AND AGE	Day 16 Month AUG Year 1934	Your present age in years and months ——	Years 16	Months 11
13.	PREVIOUS EXAMINATIONS	If you have taken College Board examinations before, give date or dates.	Date	Date	
14.	FEES ●	Morning Program and Afternoon Program	Fee $12	Enter Amount(s) and Add $ 12.—	
		or Morning Program only	$ 6	$	
		or Afternoon Program only	$ 6	$	
		Late registration, July 25—August 8*	$ 3	$	
		Reports to colleges ● (three free of charge requested before August 8*) ● Fourth and additional	each $1	$	
		First three requested after August 8*	each $1	$	
15.	REMITTANCE	Form of Remittance ● (check, money order, etc.)	Total amount enclosed ●	$ 12.—	
16.	ENVELOPE ADDRESS	Address envelope containing this application to College Entrance Examination Board, P.O. Box 592, Princeton, New Jersey or P.O. Box 9896, Los Feliz Station, Los Angeles 27, California ●			
17.	MAILING DATES	Mail application and fee on time to reach Princeton or Los Angeles by July 25, 1951* ●, or by August 8, 1951* with $3 late fee. ●			
18.	SAMPLE OF HANDWRITING	Write below: "I have checked this form and have supplied all information required." "I have checked this form and have supplied all information required."			

VOID

* Dates of receipt at Princeton or Los Angeles. ● For examinations outside the United States, Alaska, Canada, the Canal Zone, Hawaii, Mexico, and the West Indies, registrations closes June 27, late registration closes July 18. ●

(Form Ab) (3-51 7M)

Tests prepared and administered by EDUCATIONAL TESTING SERVICE

Fig. 1. The student's application form.

INFORMATION FOR CANDIDATES AND SCHEDULE OF TESTS—AUGUST 15, 1951

MORNING SESSION

8:30 A.M. Reports at
9:00 A.M. Scholastic A
(Verbal a
12:30 P.M. Close of Mo

A part of each per
from center to center
Candidates will be
one of the tests will b
be dismissed after hav
remain until the close
Candidates must
Candidates will b
which they must bring
*NOTE At centers
afternoon session so th
THIS PART OF

AFTERNOON SESSION

Exam. No. 22382

COLLEGE ENTRANCE EXAMINATION BOARD APPLICATION FOR EXAMINATION—AUGUST 15, 1951

Deposit No. 901471

Fill in lines 2 and 18 in your own handwriting. Typewrite or print in ink all other information requested.

1.	NAME AND SEX	Last Name DOE	First Name JOHN	Middle Name N.	Check one: Male 1 ✓ Fem. 2
2.	SIGNATURE	Write name in usual manner, as if signing a business letter	John N. Doe		
3.	HOME ADDRESS	Street and Number 14 ROE ST.	Town or City EREWHON	State KANS.	
4.	INSTITUTION LAST ATTENDED	Institution HIGH SCHOOL	Principal or Headmaster M. SMITH		
		Street —	Town or City EREWHON	State KANS.	
5.	CLASS	Are you now a senior in secondary school? Check one: Yes ✓ No	When do you expect to begin college?	Month Year SEPT. 1952	
6.	EXAMINATION CENTER	Select center from correct column of list of centers in Bulletin of Information. Give institution if there is more than one center in city. Institution,	JULIUS	State KANS.	
7.	PROGRAM OF TESTS	Check the box beside each program you are to take. Check one box or both boxes, as appropriate. Morning (Scholastic Aptitude Test) ☒ Afternoon ☒	Check one or more of these tests that are among those you will take at the present session. Advanced Mathematics ☐ Elementary Mathematics ☒ Elementary Science ☒		
8.	ADDRESS FOR TICKET OF ADMISSION	Street and Number 14 ROE ST.	Town or City EREWHON	State KANS.	
9.	REMITTANCE	Form of Remittance CHECK	Write "check," "money order," etc.	Amount of Remittance $12.—	
10.	SCORE REPORTS FIRST THREE COLLEGES	Name of College HARVARD	Name of College PRINCETON	Name of College YALE	
	ADDITIONAL COLLEGES TO WHICH REPORTS ARE TO BE SENT (Enclose $1 for each.)	Name of College	Name of College	Name of College	
		Name of College	Name of College	Name of College	

DO NOT WRITE IN THESE BOXES

Residence 8		
School 82000		
P.P. 1		
Center 501		
A.M. 1	Tests 2	P.M. 3
# Colleges 3		
1 524	2 359	3 567
4	5	6
7	8	9

VOID

CHECK

DIRECTIONS FOR FILLING OUT OVAL SPACE

541

This address slip will be used to mail your ticket of admission. In the oval space enter your name (or the name in case you do not wish to receive the ticket personally) and the address given on line 8 above. If your own name the oval space, you should enter it on the line at the right of the oval in order to provide a means of checking this with your ticket of admission.

As this address slip will be returned to you with your ticket of admission, it is suggested that you check the list of examinations printed on the reverse side of this coupon to indicate which you have registered.

The exact address of the place of examination will be printed on your ticket of admission. Your ticket of admission is valid only for the center listed on the face of it, unless you have received written authorization from a Board office to the contrary. Examinations taken by a candidate without authorization will be invalid. Labels on which your examination number has been printed will be attached to the ticket. One label should be affixed in the space provided on each answer sheet as the supervisor directs.

No tickets of admission will be issued before July 16, 1951.

JOHN N. DOE
14 ROE ST.
EREWHON, KANSAS.

Be certain that the address written in this oval is exactly the same as that given on line 8 above.

(Your name, if it is not given in oval)

SEE OTHER SIDE FOR SCHEDULE OF TESTS

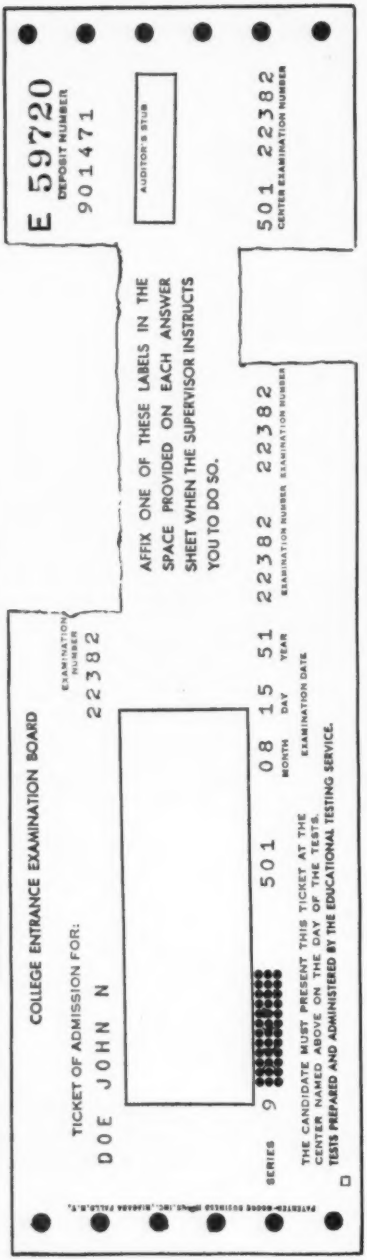


Fig. 2. Student's admission ticket is a carbon-interleaved form. Identification stickers appear at top right.

the second refers to a difference in fee within a program. For some programs the third digit has a special meaning but in general the last four digits are used for accounting purposes and machine room sequence. They furnish an easy method of telling how many applications are processed each day. Initialed digits on the admission ticket tell the candidate and his supervisors which tests ETS has registered him to take.

Using 6-wheel numbering machines to repeat each number once, the inspection clerk stamps the deposit number 901471 on the application and on the remittance. He packets the application in a group of 30, sending packet to coding section and money to deposit clerk who receives the detached fee and arranges for its deposit. The coding section assigns a five-digit examination number —22382 in our example—of which the first three digits are alphameric and the last two are unique. This number is used:

(a) to prepare name and number lists employed by supervisors to take attendance;

(b) to prepare, for colleges, lists of prospective examinees at the college concerned;

(c) in label form, as part of the admission ticket, to identify answer sheets;

(d) to facilitate an initial breakdown preparatory to *strict* alphabetizing of applications after their return from the machine room;

(e) to send reports in *roughly* alphabetical order, thus simplifying the work of whomever receives them.

To signify the examination *center* a three-digit number is used—501 for the center where our John N. Doe will be examined. This number has the threefold function of providing shipping counts, printing number on ticket as an Addressograph guide in putting the center's address upon that ticket, and notifying supervisors of numbers registered so that space and supervision will be adequate.

In addition to the informative items

Announcing a new Burroughs sales policy—

Now you can buy Burroughs adding machines and cash registering machines from your local dealer

Dealer Response Wonderful! Have You Acted?

It's true that hundreds of dealers acted promptly and are now selling Burroughs adding machines and cash registering machines. The response has been most gratifying.

However, there are still many opportunities for other responsible dealers to start making profits right away, with a line of products that is highly regarded by users and prospective buyers throughout the area you serve.

We urge you not to overlook this profitable opportunity. The Burroughs factory branch near you has all the facts. The materials you'll want and need are ready for you. Why not get the story *today?* Burroughs Adding Machine Company, Detroit 32, Michigan

WHEREVER THERE'S BUSINESS THERE'S

Burroughs

A Tickometer machine counts answer sheets received from testing centers.

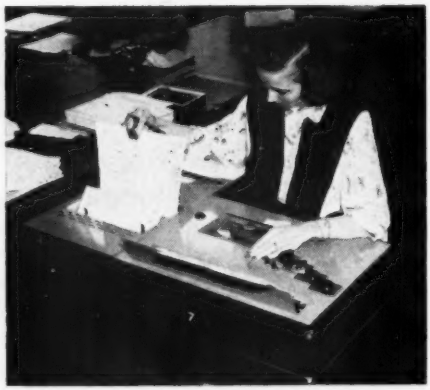
of examination number and center, the coding section codes (1) tests to be taken—thus facilitating shipping counts; (2) institution at present attended—which item is used in connection with some programs to release reports and with other programs for statistics or for reports to sponsoring agents; (3) institutions to which reports are to be sent—using three-digit codes and running report in that order; (4) sex; (5) home-address state; (6) amount of formal education, and (7) age of applicant. After coding is completed and carefully checked by a checking clerk, the application (along with the others in its packet of 30) is sent to the machine room in deposit number order with covering memorandum.

In the machine room the tabulating department punches and tabulates tickets of admission and master cards. The applications are returned to the records section where they are filed in strict alphabetical order by program. However, the tabulated admission tickets are routed to the printing and addressing department which prints the exact address of the examination center to which the candidate is being assigned. A self-addressed label has been detached from the application before it was sent to the machine room. While the application is out of the registration and reports department, this label is put in center order because the tickets will come back in that order.

The ticket of admission, sent to each candidate, has attached to it several gummed labels bearing the candidate's examination number. These labels, affixed to answer sheets at the supervisor's direction, will identify the candidate in the processing of these sheets and the reporting of results. Each ticket is put in a glassine envelope to protect the gummed examination number labels. An offset duplicated explanation slip is enclosed in a window envelope with the ticket of admission and address label and sent to the student by first class mail.

The ticket carbon is filed in examination order number to be sure that two candidates do not have the same number for any given series. After the test has been held, the ticket carbon is filed in strict alphabetical order to be used later when the records section reads back for microfilming.

Some 10 to 14 days before the test is scheduled at the designated centers, the tabulating department prepares final shipping counts by center to inform the shipping section how many of each test to send to each center. Tests are



Inserting a completed examination paper in the scoring machine.

Old Town *NEW* MODEL 9S Copymaker with... Cyclomatic action TO SELL FOR $175.00*

Old Town's COPYMAKER

Has ALL the usual Duplicator features PLUS:—

- ★ **CYCLOMATIC ACTION**—Sealed-in bearings and high-tension gears give greater speed, efficiency, economy and a lifetime of service.
- ★ **FLUID CONTROL**—Prevents excess moisture and results in instantaneous drying.
- ★ **SINGLETTE**—Patented sheet separator prevents waste and blank sheets and jamming.
- ★ **WIZARD COPY CONTROL** — Regulates brightness of copies or length of run.

HERE'S the finest all-purpose *Spirit* DUPLICATOR money can buy—priced at $175.00. It has all the high-priced features of machines costing twice as much.

Actually makes over 140 clean, clear copies *a minute* in 1 to 6 colors of anything you type, write, print or draw. Write for illustrated brochure on this revolutionary *New*, OLD TOWN COPYMAKER.

See the great, new OLD TOWN 95 at the Nat'l Stationery & Office Equipment Show, Booth 136, Conrad-Hilton, Chicago, Oct. 4th-8th.

Manufactured to the same high standards that have made OLD TOWN Carbons, Ribbons and Equipment world renowned.

Old Town CORPORATION

OLD TOWN CORPORATION, 750 Pacific Street, Brooklyn 17, N. Y.

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use the seal of an Authorized Neenah Dealer . . . displayed in stationery stores . . . to guide your buying. This seal means that the stationer who shows it sells the finest grades of boxed typewriter papers in America . . . Neenah papers that contain 25% to 100% new cotton fibers with a writing and typing surface that can be produced only by tub-sizing and loft-drying.

The Neenah seal also means that the stationer sells quality products to a quality trade because only discriminating buyers know and demand Neenah boxed typewriter papers.

NEENAH BOXED TYPEWRITER PAPERS

Neenah TYPEWRITER PAPERS

NEENAH PAPER COMPANY
Neenah, Wisconsin

shipped in quantities shown by center on shipping counts plus standard overages, together with (a) supervisor's instructions for administering the tests, (b) answer sheets inserted and sealed in the test books, (c) special electrographic pencils, and (d) forms and materials needed by the supervisor to administer the test. He is furthermore equipped to return the whole outfit to ETS.

Imagination now conveys us to John Doe's testing center convenient to Erewhon, Kans., on the appointed date in September, 1952, which has been established several months in advance. The duly appointed supervisor has secured his assistants and all room facilities have been put in order. John N. Doe reports to his testing center, presents his admission ticket, is seated and goes to work on his tests (Fig. 3).

Each question in the test is numbered and is met by choosing a specified answer of which from three to six are supplied depending on the question itself. These choices are arranged horizontally on the examination paper following each vertically-arranged question-number and are themselves numbered with smaller digits or letters. Indicative of each choice is a double row of dots, five to the row.

Let's look over John's shoulder while he tackles Part 2 of his test (Fig. 3), at the Verbal Section of Scholastic Aptitude. We choose that part of the test because ETS tells us it is specially designed to measure the candidate's *ability* to read with discrimination, his comprehension of words and his skill in dealing with word and thought relationships. Validity studies by qualified experts have indicated that the ability to read with understanding is one of the most important factors in academic success. ETS examinations from year to year, therefore, place increasing emphasis on reading ability.

Up in the left-hand corner of the examination sheet John N. Doe now has before him (Subtest One) concerning which his instruction booklet reads: "Each of the questions in this subtest consists of two words which have a certain relationship to each other, followed by five numbered pairs of related words. Select the numbered pair of words which are related to each other

(Continued on page 119)

The machine scoring room at Educational Testing Service where machines made by International Business Machines Corp. automatically score students' answer sheets.

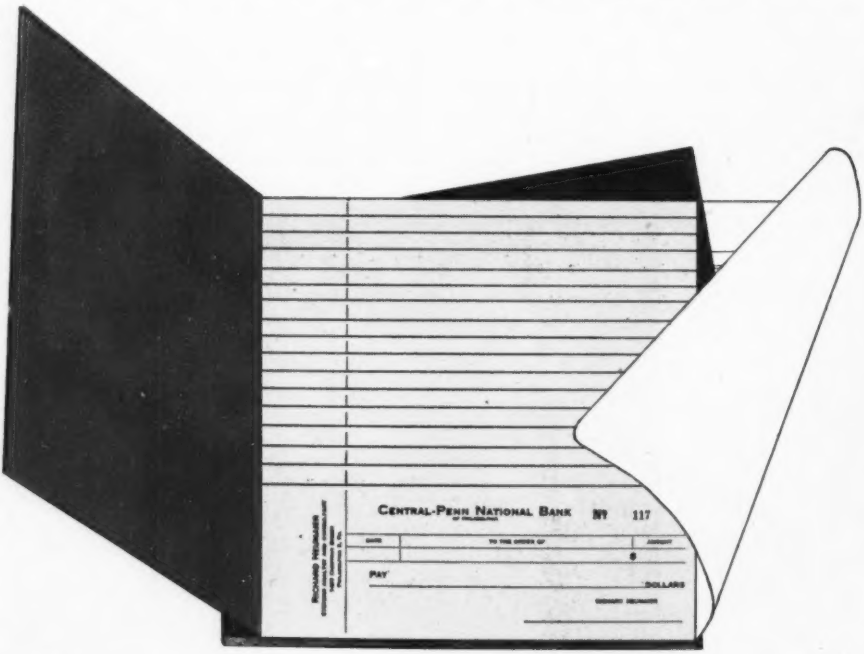
(Wide World Photo)

Combination Check Book and Cash Journal for Small Firms

RICHARD NEUMAIER

Systems Consultant, Philadelphia

EVERY businessman has a bank account and, consequently, a check book. Larger organizations use voucher checks, about which enough is known so that it is not necessary to go into their details. However, little has been done to make the everyday check book of the small business or professional man, more useful. A lot has been done about peg boards for payroll systems and it is possible to apply the same principle to an individual's check book with similar practical advantages. Naturally, we do not want a peg board on our desk since we do not want to start pegging every time there is a need to write a check. A slight variation from the peg board has to be used, so we manufacture pegged or shingled checks and put them in a plastic or metal binding. The variations of checks that can be used are practically indefinite; checks in duplicate and triplicate, checks with descriptive areas on them,



Checks are bound in shingled style and one-time carbon is inserted between the checks and the larger check register or journal sheet which folds over the checks when not in use. The voucher-line on each check registers on a line of the journal sheet (see page 85).

To make your work look better . . .
Make You look better . . . Always use

LONGHORN

CARBON and RIBBONS

You'll get praises from the boss—you'll look sharp, *be* sharp—when you use Longhorn Carbons and Ribbons. They give your work that extra sharp, extra clean neat appearance that wins friends and influences raises!

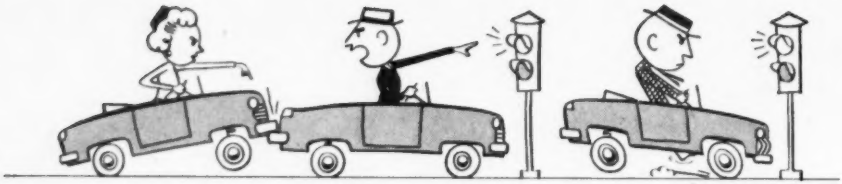
Longhorn Carbon is made in the exact weight and finish to suit your style . . . Longhorn Ribbons have six degrees of inking—one of them just right for your touch.

Boost your work and boost yourself—ask your office manager to buy Longhorn Carbon and Ribbons for your office!

Have You Sent for Your Copy of
WHAT'S YOUR BRAND?

You'll find it fascinating reading—Longhorn's handsomely illustrated little booklet giving unusual facts about famous Southwestern cattle brands. We'd be pleased to mail you a copy at your request.

Amco
AMERICAN CARBON PAPER MFG. CO.



TAKE THE FIGUREWORK FREEWAY WITH MARCHANT

The modern freeway eliminates stop-and-start and gets you there the fastest.

- MARCHANT, the world's fastest calculator, completely eliminates the stop-and-start-shock-and-jar common to other calculators by using smooth-running gears, continuously meshed from motor to dials throughout the calculation. No noisy engaging and letting go of gears "on the fly."
- And cost-conscious executives have learned that this exclusive quiet-flowing mechanism naturally gives MARCHANT longest life—hence, lowest operating cost. The speed and silence of a MARCHANT—as well as the volume of its figurework—are unequalled.
- MARCHANTS are universally endorsed by management for their volume of figure production . . . preferred by operators for their ease and simplicity of operation.

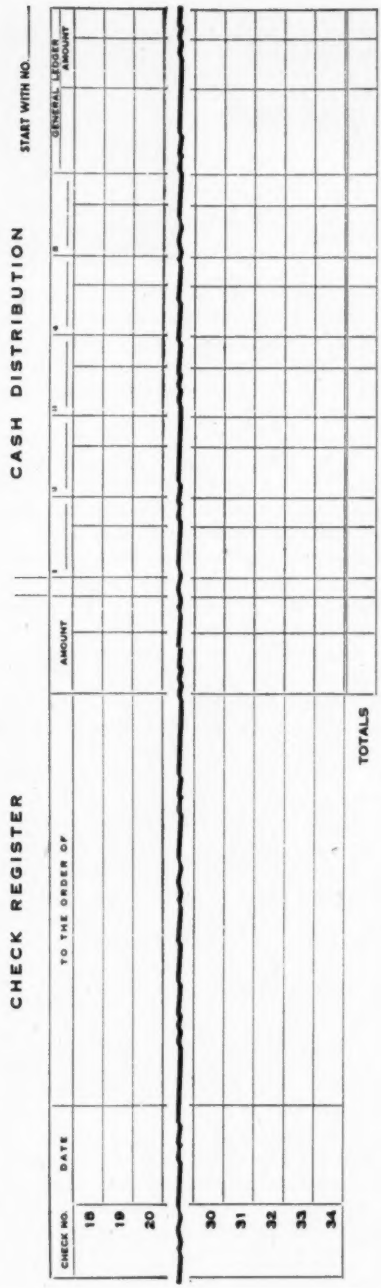
MODEL EFA

The MARCHANT MAN in your phone book will be happy to demonstrate these features on your own work. Call him or mail the coupon.

MARCHANT AMERICA'S FIRST Calculators

Mail this Coupon with your business letterhead to get our free
GUIDE TO MODERN FIGURING METHODS ☐
ILLUSTRATED BOOKLET ABOUT MARCHANT CALCULATORS ☐

MARCHANT CALCULATORS, INC.
OAKLAND 8, CALIFORNIA 09



Style Designed By Richard Neumaier Systems Consultant Philadelphia 2, Pa. Copyright 1951 Manufactured By Colonial Salesbook Corp. New York, N. Y.

Sample of the check register or journal sheet which is bound behind each page of shingled checks. This sheet, which extends beyond the length of the checks, can be printed with any desired headings.

and checks with voucher stubs.

The principle lies in the writing of the date, payee and amount, and getting a carbon copy of this one line writing onto a check register. The check register sheet, being larger than the check, will extend to any desired length past the shingled checks in the check book. This extended area can be used for a cash distribution description of the item or any other accepted accounting procedure which will take advantage of the original information on the check register part of this journal sheet. The check book will do all in one operation, provide for a check register and cash distribution for as many accounts as are practical to print on one sheet of paper, and for additional accounts to be reanalyzed when required.

The advantages gained by using such a book are:

1. Elimination of the repetitive writing on the stub part in the check book of all pertinent factors of the check itself.
2. Elimination of copying these pertinent factors into a cash distribution journal.
3. Elimination of all possible errors by making carbon copies instead of copying manually.

While the sample illustrated here was an experimental check book, it has demonstrated all the expected savings. It has also proved that many variations of this check book can be made, as it only requires a different type of journal sheet behind the basically designed shingled checks.

So far this writer has not found any bankers who were interested in this type of check book. Funds in their advertising budgets were ear-marked for getting new accounts with no attempt to put work simplification into the hands of their depositors.

American Export Lines' Machine Payroll System

CHARLES L. NIELSEN

Controller, American Export Lines, Inc., New York.

FROM a fleet of small, slow World War I freighters, American Export Lines has developed one of the largest American Flag fleets of fast cargo and passenger vessels. It's a big jump from the 6,000-ton, 10-knot "Hog Island" freighters of 1919 to the new 29,500 ton, 26-knot luxury liners Independence and Constitution of 1952, but American Export Lines, in its 33-year history, has made that jump. The company owns and operates 30 modern express vessels as a major passenger line as well as a major freight line. It introduced "Modern American Living at Sea" in its new passenger vessels, the "4 Aces": S.S. Excalibur, S.S. Exochorda, S.S. Exeter and S.S. Excambion. The line offers the best that can be provided for passengers by American engineers, planners, builders and decorators, in comfort, convenience, luxury, safety and speed. The "Aces" and the two large liners form the first completely air-conditioned transatlantic fleet.

Two Class 31 National Accounting Machines in American Export Lines' office.

Modern methods in our offices are as much a part of company policy as modernness in fleet operation. Dollars saved by keeping up with the times in office procedures are worth just as much as dollars saved (or earned) through modernization in any other phase of the business. We are always on the lookout for new ways to save time—for today more than ever before, time is money.

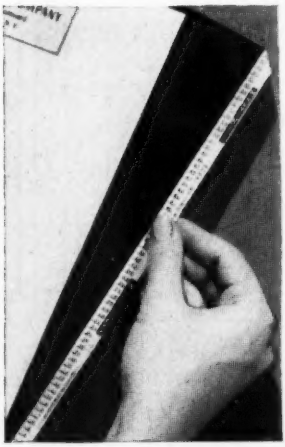
One good example of what modernization has meant to us is found in the mechanization of our payroll department. We are saving more than $20,000 a year in this department alone by having installed the newest labor-saving mechanical equipment to do the job. We have cut our payroll department personnel from seven people down to three, while the total payroll work increased almost 100%! To do our present payroll by our former methods would require ten or twelve people in place of the three we now have. In addition, the work is done far more smoothly than it ever was before and payrolls are fully posted two days after ship arrivals.

Yet our old system was not an antiquated or inefficient one, by pen and ink standards. The work was well organized, and our hand methods of posting and the forms that we used were as well thought out as we knew how to make them. We found, however, that no hand system, no matter how advanced in de-

Tip From America's Top Secretaries

"Webster's numbered scale edge is a time-saver and a great convenience,"

says
ADELAIDE SMART,
Secretary to
Mr. Richard S. Morse,
President of the
National Research
Corporation,
Cambridge,
Massachusetts



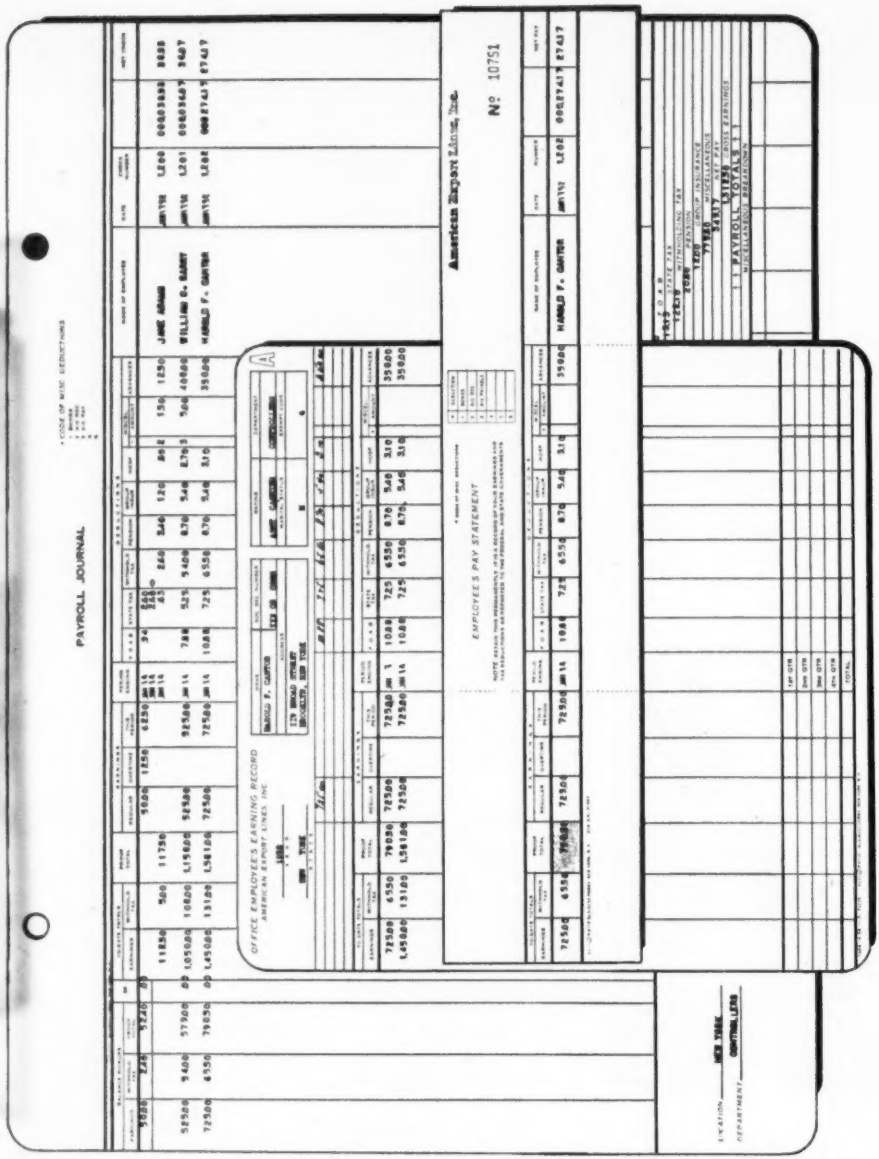
Successful secretaries know from experience which office materials help them most. That's why you'll find so many of them specifying Webster's Micrometric—the carbon paper with the exclusive numbered scale edge.

With Webster's Micrometric at work, office output speeds up. There's less tiresome retyping for the uncoated numbered scale edge ends guesswork and makes removal of carbon paper clean and easy.

Webster's Micrometric is available in weights suitable for all your office needs. It's long-lasting, makes exceptionally clear impressions and costs no more than any quality carbon paper. Ask to see the complete Webster line of carbon paper, typewriter ribbons and duplicating supplies at your stationers, or write to

F. S. WEBSTER COMPANY

8 Amherst Street, Cambridge 42, Mass.



sign, can operate with the precision and speed of the mechanical "brains" being manufactured today.

The payroll department was not a problem child to us by any means. Except for getting out quarterly reports of earnings and year-end 941-a's and W-2's—which were really painful and

How comfortable should an executive's chair be?

Let's consider this very popular Sturgis chair, the No. 1805 Senior Spring-Rest. The seat has a thick cushion of foam rubber on coil springs. The spring back is thickly cushioned with foam rubber. The armrests are cushioned with foam rubber. Sound luxurious? It *is* luxurious.

But—and here's the business-like point—it's luxury under control. For here is no chair to loll in. *Relax* in, yes. *Slump* in, no. This is a chair that has been designed and engineered to keep you in your place, to encourage the posture that discourages fatigue. In short, here's a chair that's good for you, *even though it lets you sit in the lap of luxury* at a general admission price.*

Sturgis
POSTURE CHAIRS
The Sturgis Posture Chair Company
Sturgis, Michigan

P.S. *Let your Sturgis dealer surprise you with the low price of this Sturgis chair.

The new ODHNER gives your customers the 4 things they want most in an adding machine!

1. LESS NOISE The unique rotary drive cuts out back and forth vibration that causes the noise in ordinary adding machines. The entire working mechanism is suspended on rubber shock absorbers to deaden sound.

2. MORE SPEED Fingers can fly over an Odhner keyboard because it is made to fit the human hand—key height corresponds with finger length and all keys are within easy reach.

3. EASIER TO OPERATE Less pressure is needed to press the keys and double-duty keys cut waste motion.

4. EASIER TO SERVICE It is built in three sections to make servicing easier and faster. Fully equipped factory service. Ten-year spare parts supply available.

In addition to the above features, all models are electric, with direct subtraction. There is a model for every need, all competitively priced.

Made by the makers of FACIT (made in Sweden) world-famous 10 key touch calculator.

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FACIT, INC.—Sole U.S. Distributor of Odhner Adding Machines.

time-consuming jobs — we were pretty well satisfied with things as they were. Still, the payroll was being done by hand and, from our experiences in other departments, I suspected that we could be missing the boat (pun intended) on this, and that machines might save us a substantial amount of time on this work. We called in a representative of National Cash Register Co. and told him we would consider mechanizing the payroll if the time that could be saved would warrant the purchase of machines to do the job. A complete analysis of the entire payroll function was made and as a result we now have two new National 31 machines doing the work.

The new system has exceeded our fondest expectations. We are not only saving a great deal of money but the whole department now runs like clockwork. Totals to date for earnings and withholding tax for each employee are computed and printed by the machines as the payroll is written. This has made quarterly and year-end reports (which are also done by machine) a relatively simple matter. We have no trouble whatever in getting out our reports well in advance of deadlines.

One of the major difficulties in a hand payroll set-up is, of course, that of tie-in—getting all of the various records to agree with one another after they are totaled. Our machines eliminate that problem altogether, because all payroll records are printed and totaled simultaneously. For shore personnel the payroll journal, check register, earnings record, pay statement, check, and names on the time sheet for the next period, are all done at one time by machine. The figuring and printing of net pay, computation of to-date totals, and accumulation of all earnings and deductions, are all fully automatic. Having all records totaled and printed at the same time is in itself a tremendous timesaver and eliminates the problem of "tying in."

Journalizing is another feature of our machines. At the pier, we now only make time cards and do not prepare a journal. In the office, under the old system, each department was required to type up a time sheet every payday, but now the names on the time sheet for the next payroll are obtained automatically as the present payroll is being written. Checks are all machine-protected as the payroll is done, instead of having to be cut separately. We could mention other advantages, but the most important factor is the time and money being saved. Formerly, we wrote about 7,700 lines of payroll a month with seven employees; we now write over 12,000 with three!

Efficiency is the standard by which office management must be judged today. We have found that machines often provide the master key to efficiency.

Don't be a

VOMBIE

A Vombie is a person who, though living, is dead as far as his country is concerned, because he isn't registered and can't vote.

(The way to bring a Vombie back to legal life is to get him registered. Tell him WHEN, WHERE and HOW. Then *haunt* him until he does.)

Independent Forms Distributors Plan 7th Annual Convention

THE National Business Forms Associates will hold their 7th annual convention at the Cavalier Hotel, Virginia Beach, Va., from September 10 to 14. This group is the largest organization of independent distributors of forms, and allied business systems and equipment designed for the handling and storage of forms. It was organized in 1946 and now has 35 member companies with a total personnel of about 750 in 60 branch offices throughout the country. The annual sales of the present members approximate 12 million dollars and the group has set its membership goal at 50 firms which it expects to achieve within the next few years.

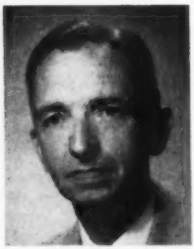
One of the topics to be discussed at this meeting will be member-manufacturer relations. The relationship of the member companies with the independent manufacturers serving them has always been excellent and the members continually strive to aid their suppliers for the ultimate benefit of their customers. The associates will also review an outline of a proposed advertising program.

An entire session will be given over to the manufacturers who will have an opportunity to acquaint the members with new products and services. This session will be followed by an open

ORGANIZERS AND CHARTER MEMBERS OF NATIONAL BUSINESS FORMS ASSOCIATES

ROY HARRIS
McGregor & Werner, Inc.
Washington, D.C.

DAN McKAY
Business Forms Service
Detroit



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Better Business
Forms Co., Cleveland

F. J. RING
Modern Business Forms
Co., Chicago

C. E. COOLEY
Cooley Business Forms
Co., Rochester, N. Y.

FRED FERGUSON
Buffalo Business Forms
Co., Buffalo, N. Y.

FRED DOEPKE
Flesh Co.
St. Louis

WILLIAM ASHBY
Consolidated Business
Forms Co., Pittsburgh

"ACCO-bound Papers are SAFE Papers"

The ACCO Unit System of Filing

—brings all related papers together at the filing desk. Subsequent file matter during the year is perforated with the standard office punch of 2¾" centers, is filed with the established file unit for "customer" or "subject" and stays in file indefinitely, a secure ACCO-bound unit.

When reference is required the bound unit is drawn from file with assurance that all related papers are together, in proper sequence, and protected from loss or misplacement in the reference and handling that may follow before the file is returned to its drawer or cabinet.

Basic Accessories to ACCO Unit Binding:

ACCO FASTENERS
No. 12 – 1" cap. ACCO
No. 22 – 2" cap. ACCO
No. 324 – 3½" cap. ACCO
(27 other styles and sizes)

ACCO Punch
No. 10 – 2¾" centers (¼")

ACCOBIND Folders
of fine Pressboard to fit all systems.

ACCOPRESS Binders
of fine Pressboard for all loose leaf forms. For exceptional economy.

Sold by all Commercial Stationers

ACCO PRODUCTS Incorporated, OGDENSBURG, N. Y.

In Canada: ACCO CANADIAN CO. LIMITED, Toronto

"Nationals save us their cost every 9 months!"

—THE RYAN AERONAUTICAL CO., SAN DIEGO, CALIFORNIA

"Our Class 31 National Accounting Machines cost $18,000 and saved $24,000 the first year. This saving pays for the machines every 9 months, which will give us about 133% annual return on our investment. They handle our accounts receivable, accounts payable, check writing, and cost applications.

"We have every reason to be most enthusiastic about National's solution to our accounting problems."

T. Claude Ryan
President

In businesses of all sizes, Nationals soon pay for themselves out of what they save. Their exclusive combination of time-and-money-saving features often results in 2/3 of the accounting work being done *automatically*.

Phone the nearest National office today. A trained systems analyst will show what YOU can save with Nationals adapted to your needs.

National
ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS

THE NATIONAL CASH REGISTER COMPANY, DAYTON 9, OHIO

forum at which members will ask questions and present their views. Speakers who will address the convention will include C. E. Cooley, Rochester, N. Y.; Bill Brown, Trenton, N. J.; Ray Arnell, Minneapolis; William Ashby, Pittsburgh; Dan McKay, Detroit; Clyde Henderson, Lincoln, Nebr.; Fred Doepke, St. Louis, and others. Charles Tingle, Indianapolis, is golf chairman.

Because this group is small and particularly homogeneous in its business field, there is more than usual opportunity for members to enjoy the relaxation and entertainment features planned for the convention. These will include dinners and dances as well as a golf tournament. Unlike the usual convention, this meeting takes on more the aspect of a "family" gathering. Persons in this industry who would like to know more of the National Business Forms Associates can obtain information from F. J. Ring, Room 310, 8 S. Dearborn St., Chicago 3.

LOMA's 29th Annual Conference in Atlantic City, September 22-24

MAKING their annual conference a literal reality is something that few organizations accomplish as successfully as does the Life Office Management Association. As evidence of this accomplishment, the program for the 29th annual LOMA conference at the Chalfonte-Haddon Hall Hotel in Atlantic City, September 22-24, will include 52 members representing 40 different member companies. In addition, the many panel and workshop sessions will allow any and all of the 600 who are expected to attend the conference to participate as actively as they desire in those parts of the program which are of the most interest to them.

It is encouraging that the conference method of exchanging ideas has been so well advanced by an organization whose members are concerned almost wholly with office work. It also indicates that those who plan and conduct the activities of LOMA must indeed be acknowledged expert in the organizational field. Organized in 1924 by a group of officers of 83 life insurance companies to encourage cooperative research in that sphere of home office management not included in the objectives of other life insurance associations, LOMA's membership has steadily increased until today there are 245 member companies with over 200 representatives of member companies regularly contributing to the association's research program.

A leading figure in LOMA's success has been Frank L. Rowland who assisted in its organization while secretary and a director of Lincoln National Life Insurance Co. of Fort Wayne. He served the organization as secretary for its first ten years and when it became evident in 1934 that a full-time staff was necessary, Mr. Rowland was chosen to establish permanent headquarters in New York and has been the managing director of LOMA since that time. This

spring he attended the organization meeting of a new European association, at Monte Carlo, to assist in establishing a similar organization for British and European life insurance companies.

Some of the provocative subjects on this month's program include a discussion of the possibilities of electronic computers in office operations by Dr. Howard Aiken, director of Harvard University's Computation Laboratory, and a report on the results of his continuing research into the common cold's effects on absenteeism by Dr. Floyd M. Green, medical director of Columbus Mutual Life Insurance Co. Harold Molitor, manager of the dishonesty insurance department of Continental Casualty Co., will outline preventive measures to curb dishonesty in handling cash business transactions. The foregoing subjects will be heard following the address by LOMA's president, J. L. Batchler, vice president and secretary, Kansas City Life Insurance Co., who will review past accomplishments in life office management and indicate some problems confronting management.

Devereux C. Josephs, president, New York Life Insurance Co., will discuss the priceless ingredients which go to make office machinery and systems operate productively. The single debit system for handling mortgage loans through correspondents will be explained by Vincent F. Lechner, manager of office operations for Mutual Life Insurance Co. of New York. Donald T. Nelson, controller, Standard Insurance Co., whose company was the first to introduce punched card billing, will describe the final step, punched card premium notices. The technique of activating procedure changes from plans to performance will be presented by C. Archie Coleman, planning supervisor, Jefferson Standard Life Insurance Co.

Concurrent seminars will deal with the interests of specialists in many subjects and panel sessions will discuss informally the questions submitted by registrants. These simultaneous sessions make it possible for those who are interested in any branch of insurance office work to discuss their problems with men doing similar work in offices throughout the country. Planning round tables, divided into groups of 25 participants led by a member of the planning committee, will hold open discussions on such clerical subjects as fast-reading training, telephone dictation and openshelf filing.

There will be a session on personnel problems which will hear Vera V. Green, assistant secretary - treasurer, Botwinik Bros. of Mass., on problems relating to women clerical employees. She will be followed by a panel on the current personnel shortage — and what to do about it. This part of the program appears particularly significant to all office executives and those outside the life insurance field might well make a note to look up the following titles in the printed proceedings of this conference which will be published later this year: "Successful Recruiting Methods — How to Get Your Share in Today's Hard-to-get Market," by George A. Harper, assistant vice president, Bankers Life Co.; "Effective Emergency Measures — What to Do When the Well Runs Dry," by T. J. Gorham, personnel manager, Home Life Insurance Co.; "Training Supervisors to Train—A New Slant on an Old Theme," by Richard Barry, personnel division, Metropolitan Life Insurance Co.; "Conserving the Work Force —Turnover: an Evil or a Symptom," by Herbert L. Rhoades, 3rd vice president and personnel officer, Metropolitan Life Insurance Co.

As usual at annual LOMA conferences, there will be a private exhibit of office machinery and equipment where 27 manufacturers will show their latest equipment and new applications for life office operations. Printed copies of the complete program were mailed to members last month and those desiring information on LOMA and its work can address the association's headquarters at 110 East 42nd St., New York 17.

Free booklet shows 38 ways tape saves time in the office!

READ HOW TO SIMPLIFY and speed up office operations with the help of "Scotch" Pressure-Sensitive Tapes! This new booklet is full of tips that mean faster work, neater desks and files, reduced waste. Write Dept. OF-92, 3M Co., St. Paul 6, Minn., for your free copy!

PRICE SCHEDULES, blueprints, drawings last indefinitely under rough handling when protected with "Scotch" Brand Acetate Fibre Edging Tape.

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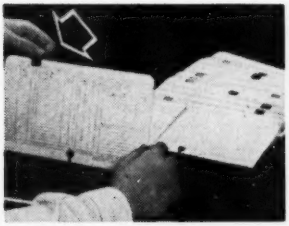

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TORN CHECKS, vouchers, maps, are mended invisibly with transparent "Scotch" cellophane tape, the all-around favorite for sealing, holding, mending.

The term "Scotch" and the plaid design are registered trademarks for the more than 200 pressure-sensitive adhesive tapes made in U.S.A. by Minnesota Mining & Mfg. Co., St. Paul 6, Minn.—also makers of "Scotch" Sound Recording Tape, "Underseal" Rubberized Coating, "Scotchlite" Reflective Sheeting, "Safety-Walk" Non-slip Surfacing, "3M" Abrasives, "3M" Adhesives. General Export: 122 E. 42nd St., New York 17, N. Y. In Canada: London, Ont., Can.

Next Month's Stationers' Convention Will Be Biggest Ever Held

WITH the largest trade show it has ever held, the National Stationery & Office Equipment Association will use more exhibit space this year in the Conrad Hilton Hotel than any group has ever used there. In conjunction with its 46th annual convention in Chicago, October 4-8, NSOEA has booked over 300 manufacturers and suppliers to exhibit their products which will overflow into the hotel's new exhibit hall annex and also occupy the coffee shop—in addition to filling the regular exhibit hall. This will be the first time that the new exhibit hall annex and the coffee shop will be used and once again NSOEA can rightfully boast of producing the world's greatest show of stationery and office supplies.

Guest speakers chosen for the convention sessions include leaders in the field of economics, salesmanship and world events. The economist will be Murray Shields, vice president, Bank of the Manhattan Co., New York. Frank Bettger, formerly a ball player with the St. Louis Cardinals and author of the book, *How I Raised Myself from Failure to Success in Selling,* will deliver a dynamic address on salesmanship. Dr. William H. Alexander, pastor of the First Christian Church, Oklahoma City, has been invited to again address NSOEA members. He is the second speaker ever to be invited for a return appearance at this convention.

Two industry members who will appear on the rostrum will be Adrian H. Pembroke, Pembroke Co., Salt Lake City, and A. C. Howard, president, Globe-Wernicke Co. The latter will act as master of ceremonies during presentation of a skit titled, "Awfuss to Office." Dr. Ralph DeArmond Cies will bring members up-to-date on retail business operating costs and compare the position of the office equipment and supply retailers with retailers in other fields.

Paul E. Burbank, NSOEA's general manager, stated that the complete convention program will be ready for publication in the next issue of THE OFFICE. General co-chairmen, Folger Fellows of Bankers Box Co. and Glenn Chambers of Weis Mfg. Co., promise that this year's convention will not only continue the interesting features of past years but that enough new events will be added to make the trip well worth while for all members and their escorts. Dealers who are not now members but who would like to attend this great convention and see for themselves what makes it the world's biggest, should write NSOEA headquarters for convention literature. The address is 740 Investment Building, Washington 5, D. C.

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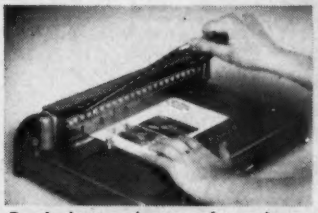
bind this modern way

right in your own office!

...and save money, too

Anyone can produce beautiful plastic bound books in these 2 easy steps:



Punch sheets and covers of any size or weight, quickly, accurately

Bind up to 250 books an hour with colorful GBC plastic bindings

You can definitely improve the effectiveness of your catalogs, presentations and reports with colorful, handsome GBC plastic binding.

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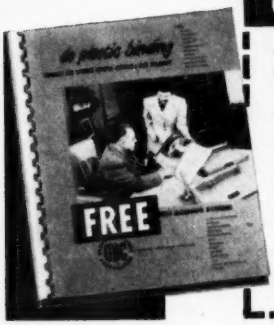
Add prestige . . . utility . . . attention-compelling appearance to reports, catalogs, presentations, and all printed and duplicated material with this sparkling plastic binding. NEW GBC portable equipment quickly . . . economically plastic binds loose pages of all sizes into easy-to-use personalized booklets. *Pages turn easily . . . lie flat.* Durable plastic bindings are available in a complete range of colors, styles, and sizes. *Complete GBC office equipment costs less than a typewriter . . . saves more than 50%* over old fashioned fastener-type covers. Anyone can operate.



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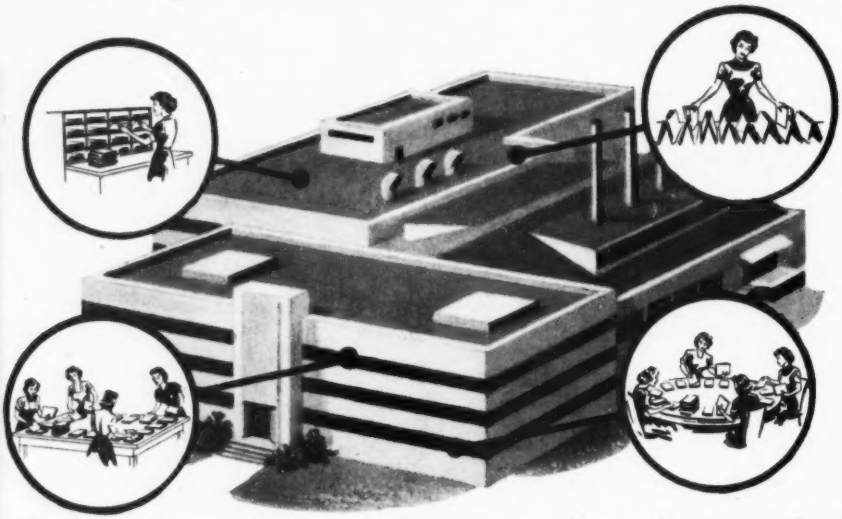
City_____ Zone____ State____

Are you harboring the HIGH, "HIDDEN" EXPENSE



# of gathering papers *by hand* ?

Most companies recognize the annoyance and confusion created by hand collating of papers. However, few *really* realize the fact that it is an item of considerable expense too!

If any one of the scenes above take place in your company... you owe it to yourself to write for full facts on how a Thomas Collator can help you save time, save dollars and increase efficiency.

FREE Learn how to save up to 70%. Write for free collating analysis sheet. Permits easy analysis of your paper gathering costs.

Thomas Collators

Specialists in paper gathering
30 Church St., Dept. B.,
New York 7, New York

How to Conduct A Meeting

LESLIE H. MATTHIES
General Supervisor, Administrative Services, Anaheim Div., Northrop Aircraft, Inc., Anaheim, Calif.

MEETINGS can be very productive, or they can be terrific time-wasters. Some people think that meetings are of little value, that all they get is more confusion and seldom a clear-cut decision. Yet people continue to have meetings, and continue to wonder why the results are disappointing.

The usual pattern for calling a meeting is something like this: An important problem arises concerning a procedure. Because it affects many departments, the heads of the departments are asked to attend a meeting. The man who calls the meeting hasn't a specific solution to propose. He believes that "many heads are better than one" and all that is needed is to get all concerned into one room and decide what to do.

It never works that way. People straggle in late, then ramble off on tangents. They scramble up the facts. They talk about unimportant details. Even when a decision is reached on one point, twenty minutes later somebody is bringing up the point again—unsettling the settled.

Meetings consume the valuable time of important people. The results are often so poor that management will sometimes issue an edict: No meetings.

Meetings *can* be effective and we've all had the refreshing experience of attending a well organized meeting. It started on time, secured a decision, and quit! Hardly a minute wasted! Why?

The first ingredient for a resultful meeting is a chairman who *knows how*. Usually the chairman will observe these rules:

BEFORE THE MEETING:

1. He writes down the subject and states the problem to clear his own

Royal announces the greatest new typewriter of all time!

Amazing new "Magic" Tabulator! Sensational new Carriage Control! Extra "Personalized" Key found on no other typewriter! 17 time-saving features!

In addition to an improved "Magic" Margin to make margin settings even easier than ever before, the new Royal Standard has a host of *new* and *exclusive* features! Not gadgets!

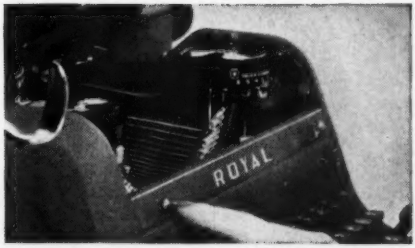
They are helpful, time-saving conveniences – each one designed with the operator in mind!

So, don't wait! You can have a free office trial of the new Royal Standard Typewriter simply by calling your local Royal representative.

1 **"Magic" Tabulator,** a new, exclusive feature which allows the secretary to operate tab with either finger or palm *without* moving her hands from the guide-key positions, aids speed.

2 **Carriage Control,** a new, exclusive feature which lets the secretary suit the carriage tension to her needs. Just a flip of the knob does it! No need to call in a repair man! What a convenience!

3 **Extra "Personalized" Key.** At no extra cost—a 43rd key with your choice of 3 combinations. Or, at slight extra charge, other combinations or business trade-marks.



4 **New Time-saver Top.** Look at the convenience here! "Touch Control" within easy reach. Easy-to-get-at spools for ribbon-changing. Press button . . . it's all instantly accessible.

See the Wonderful New Royal Standard Now!

"Magic" and "Touch Control" are registered trade-marks of Royal Typewriter Company, Inc.

A Pedigreed Band . . .

PLYMOUTH RUBBER COMPANY, INC.

The Largest Rubberizers of Cloth in the World

FOUNDED 1896 CANTON, MASS.

mind.

2. He thinks out, then writes up a proposed solution.

3. He checks his proposal with one or two persons most vitally concerned to see if he is on the beam. He revises.

4. He then sets his meeting objective and breaks this objective into steps. The objective isn't vague. It's specific and limited, and he states it clearly in words. What he writes becomes the agenda.

5. He decides just exactly what he wants to accomplish in the meeting. He knows that everything can't be done in the meeting.

6. He sends the agenda to all participants.

7. Now each participant knows the *reason* for calling the meeting and he is able to gather pertinent data from his operating people.

8. He may request certain participants to cover a phase of the subject.

AT THE MEETING:

1. The chairman starts the meeting on the minute!

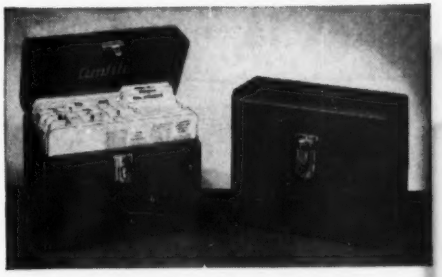
2. He states the exact problem and the exact objective of the meeting.

3. He runs the meeting like a rail-

"Onionskin always does this to me."

Personal STEEL FILE

Just what everybody wants for receipts, leases, bonds and important papers that accumulate and should be saved.



File No. 442 is made of heavy steel in beautiful gray Hammerloid finish. Equipped with letter-size folders—alphabetical, monthly and blank. There's also a place for addresses, telephone numbers, expenses, budgets, etc. Comes with key and strong lock. Size 10x12½x5½".

File No. 445. EVERY EXECUTIVE NEEDS IT! Similar to Model 442, but with secret compartment with lock inside the cover for valuable personal papers like wills, bonds, etc. Finished in a new shade called "Craftsman Copper."

LEATHERETTE COVERED FILE No. 420 is a neat style, similar to above, but lighter in weight. Well made to last a long time. Comes with letter-size folders, alphabetical, monthly and blank. Choice of five colors: maroon, blue, brown, green, black.

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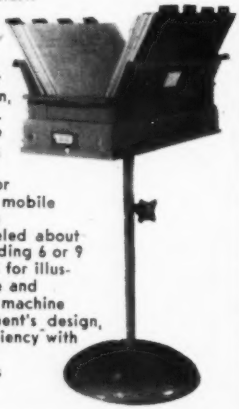
Alpa stands are adjustable in height, revolve for best working position, cannot tip over. Alpa guides are made of strong, light plastic to resist bending or breaking. Alpa mobile cabinets can be effortlessly wheeled about while firmly holding 6 or 9 full trays. Write for illustrated literature and compare Alpa machine posting equipment's design, price and efficiency with any other. Dealer inquiries invited.



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U. S. Distributor:

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While we specialize in making equipment to customer's individual specifications, standard sizes are always available. Delivery within 4-6 weeks from receipt of order.

road. He enforces *Robert's Rules of Order* (orderly proceeding). He states the exact step under consideration, allows a reasonable amount of discussion, then calls for a definite motion and puts it to a vote.

4. If a participant goes off on a tangent he is ruled out of order and yields the floor.

5. Once a step has been settled and a participant tries to go back and "unsettle the settled," he, too, is ruled out of order. The next time that participant will prepare his facts better before he attends a meeting.

6. When all steps have been covered, the chairman adjourns the meeting.

AFTER THE MEETING:

1. He sends a copy of the minutes to each participant, with each decision indicated.

2. He resists the efforts of the "after-glow" boys who want to reopen everything. If he resists successfully, next time the "after-glow" boys will do a little more thinking before they attend that particular chairman's meetings.

3. The chairman finally sees that any sections of the problem that could not be settled in the meeting are handled by a specific individual.

Television Speakers Read Giant Typing

TELEVISION viewers who watched the recent Republican and Democratic conventions in Chicago saw the reason why television performers do not forget their lines (unless they do it purposely as a gag). That reason was the Teleprompter which makes thousands of typewritten words readable at distances up to 30 ft. Text is prepared in quadruplicate in a matter of minutes.

The idea of this prompting system was conceived by Fred Barton, an actor who checked existing typewriters and found that none had type larger than a ¼". Remembering a giant typewriter

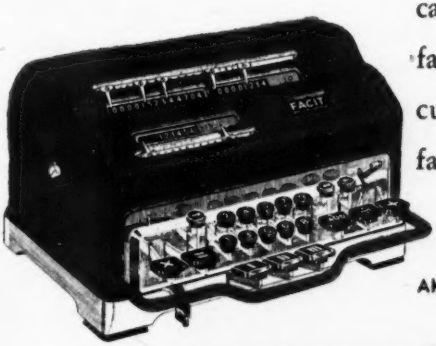
less overtime

thanks to greater calculation speed

WITH FACIT!

The whole world over Facit means quicker and easier calculation, thanks to its ingenious 10-key system. You can check with your right hand and calculate with your left—5 to 10 times faster than ordinary calculation. Calculate with a Facit—the world-famous calculator that pays for itself.

Calculate with your left hand.
Write with your right.



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Sorts without machines! Anyone, seated at desk, in office or plant, can sort and segregate punched cards the E-Z Sort Way. A simple hand rod does it. System can readily be designed to fit your special needs. Our nearest office will gladly demonstrate. No obligation. Write us for the address—today.

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A few valuable territories open to qualified Systems Engineers.

he had seen at the New York World's Fair, he approached Underwood Corp. which had constructed this 14-ton machine. Underwood began designing and constructing a typewriter with letters 52 times larger in area than conventional machines.

A complete Teleprompter unit consists of four electronically synchronized script machines controlled by a single operator from a master unit. Three of these machines can be moved in any direction about a set or stage so as to follow the action and dialogue. Proper placement of these units makes it unlikely for a television viewer to tell that a speaker is reading.

An Underwood Electric Typewriter, designed to produce letters that can be read at distances up to 30 ft., rapidly produces the copy, as in the case of an important 15-minute speech which was typed in the 45 minutes before it was delivered at the Republican convention in Chicago. Teleprompter operators type at about the same speed as the average secretary. Tests have shown that a good typist on regular electric typewriters can be trained to type material for the Teleprompter with about 30 minutes training. In explaining this, Irving B. Kahn of the Teleprompter

The center Teleprompter reader in front of the speaker's platform in the Chicago hall where the national political conventions were held.

WAUSAU PAPER MILLS CO.
Announces

A NEW, COMPLETE LINE OF FINE IMPRESSION PAPERS

Whether you use stencil, lithograph or spirit process Wausau Paper Mills Company — in their new Impression Paper line — has a paper to fit your particular job.

Wausau Bond, Wausau Mimeo and Wausau Duplicator are watermarked — each especially prepared for clean, sharp, easy-to-read impressions. Exact Bond, Exact Mimeo and Exact Duplicator are full-bodied economy papers, unwatermarked, made rigid for high speed operation.

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Office Equipment Exporter

Brings Sales and Profits to Manufacturers of Office Equipment & Supplies

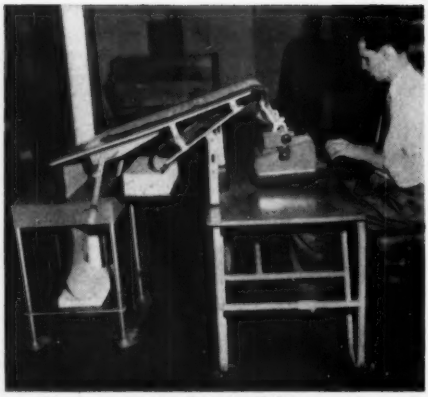
Daily large shipments of office equipment and commercial stationery go forward to all parts of the world. Despite some trade barriers, the actual DOLLAR trade figures in these commodities are impressive and extremely profitable. For example, in just one month, April 1952 (latest figures available), American manufacturers exported:

$19,768 of duplicating machines to Italy
$32,622 of fountain pens to Japan
$10,041 of carbon paper to Switzerland
$16,548 of stapling machines to Canada
$13,627 of adding machines to Belgian Congo

You can increase your sales. Advertise to this market. New users, the endless introduction of new products and the additional applications of present items are all steadily expanding your foreign market. More office supplies are in use today than ever before. Every week office equipment is shipped to one or all of the 66 countries and territories listed on the opposite page.

Write for further information, advertising rates and circulation breakdown.

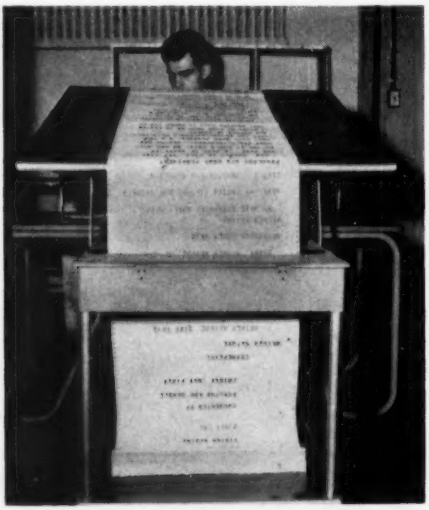
OFFICE PUBLICATIONS COMPANY
270 Madison Avenue, New York 16, N. Y.



Typing a script for the Teleprompter.

Corp. pointed out this applied to typists who have a good rhythm touch.

J. A. B. Smith, Underwood's commercial engineer and W. F. Arnold, vice president, who first realized the importance and value of this machine, spark-plugged it through the various stages of development. Underwood engineers were first faced with the problem of constructing a concave type to strike evenly against the curved platen. Tor-



Another view of the typing operation.

sten Baudin, chief of the type designing department of Underwood's Hartford Works, solved this problem and produced the over-sized type. Many other details under the direction of W. J. Gove, chief typewriter engineer, involved redesigning the electric typewriter to accommodate the large type and still maintain all the essential typewriter characteristics.

The machine uses 1,760 ft. of paper in one loading. A special pin feed platen insures the accuracy and registration of the original and three copies necessary for Teleprompter use. Special large ribbons, developed in Underwood's supply plant, are used to give the clear block characters needed.

Many engineering problems were encountered and solved in the development of this video typewriter which is regularly used by such television personalities as Arthur Godfrey, Frank Sinatra, Garry Moore, Eddy Arnold, Doug Edwards, Steven Allen and Ed Sullivan, and which was used by principal speakers at both national political conventions.

Electric Typing Aids Accountants' Work

C. A. MERONEY, C.P.A.
Managing Partner, Fred F. Alford & Co., Dallas.

SOME 500 times a day—oftener than once a minute—each of our three typists was slamming a heavy, 20″ typewriter carriage back to the left-hand margin. Sometimes the left hand traveled 7″, sometimes 15″, and it happened anywhere from a dozen to 65 times on a page of typing In other words, each

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OFFICE EQUIPMENT EXPORTER goes to all the known importers and dealers of office equipment and stationery in each of these 66 markets. Tell them about your products and earn DOLLARS!

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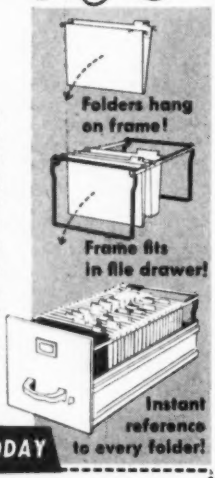
Today's faster business pace calls for easy modern filing—the new style Pendaflex hanging folder way. Oxford interviewed many office workers, found old style folders a bottleneck, Pendaflex 20% faster, actually reducing 7 filing motions to 3. Get the facts about work-conserving Pendaflex.



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Oxford Filing Supply Co., Inc.
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Garden City, N.Y.

Please send me information about Oxford Pendaflex folders and the name of nearby dealer.

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CITY_____ STATE_____

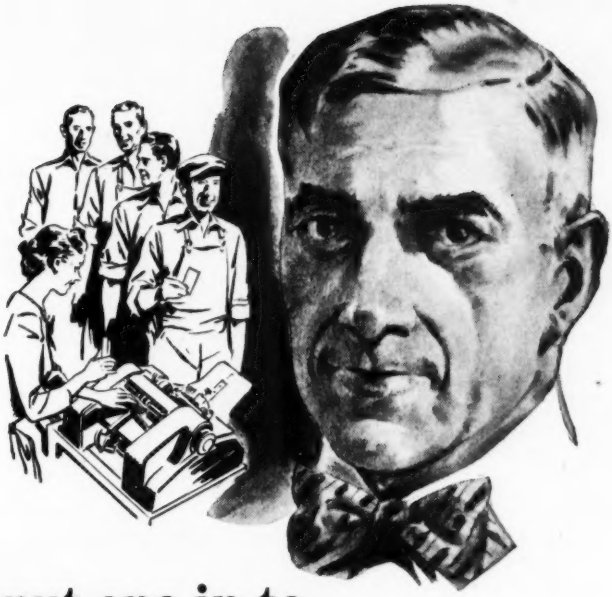
typist was pulling the heavy typewriter carriage, with one finger on her left hand, about a mile a week. No wonder they were tired after a day of almost continuous typing, a repetitious manual task which is so commonplace in any office it is often unnoticed by the typists themselves.

Ours is a firm of certified public accountants, not statisticians, otherwise we might have been curious enough to survey and study each typing motion at each typing station before we installed electric typewriters. Since we are not statistically-minded, our primary concern regarding typing operations always has been that the work be produced as rapidly as is consistent with quality of appearance and accuracy of transcription.

Large corporations, of course, can employ technicians and engineers for the study of time and motion in every phase of production, as well as in office routines. We are not large enough to make this worthwhile. We are able to gauge the efficiency of the office staff on a more personal basis, and with a more simple yardstick which merely makes certain our clients receive their reports accurately and neatly prepared, on time.

The company was organized by Mr. Alford in 1937 and grew steadily until it now consists of five certified public accountants in partnership, assisted by seven staff members and two typist-clerks. We are engaged primarily in the compilation of audit reports, monthly financial and operating statements, and in the annual preparation of individual and corporate income tax returns. Most of our clients are within the Dallas area, the few elsewhere in Texas being in some way affiliated with firms in Dallas.

The only peak volume comes between January 1 and April 1 when there is the annual flood of Federal income tax returns, tapering off with a few out-of-state income tax returns for Dallas clients. During the balance of the year, through to November, we are concerned



"I put one in to save arguments!"

"You know how it is with piecework? Plenty arguments!

"Every job has a ticket, with a tag that the operator tears off when he is finished with his part of the job. He counts his tags to find out what's coming to him.

"We used to count the tags next day. And every payday there were some guys thinking they were gypped. Fine thing!

"Then we hear about this Tickometer. It counts all the tags quick, gives us our production and payroll every night instead of next day. Saves a lot of time.

"But mostly it saves arguments! A man turns in his tags when he knocks off. If he wants to know the score, he hangs around a few minutes while Sally counts the tags with the Tickometer. Bingo—right answer!"

The Tickometer counts tags, tickets, labels, checks, currency, paper forms—quickly and accurately . . . at from 500 to 1,000 items a minute—far faster than the most experienced manual counter. Gives total or partial counts on visible registers. If you want, it will imprint, code, cancel, or endorse items counted.

The Tickometer saves effort and time, speeds records and accounting, in thousands of banks and business houses. Rented, never sold, it requires no investment. Call the nearest PB office for a demonstration, or send for free illustrated booklet.

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Counting & Imprinting Machine
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Spread Thin

Gillingstone really has to stretch his personnel these days. Increased red tape, figure work and record-keeping are almost more than he can handle. No need for you to risk Gillingstone's fate. Remember: new Comptometers in the hands of experienced Comptometer operators can't be beat for expediting all office figure work!

NEW COMPTOMETERS ARE FASTER!

Direct action means answers register instantly. No old-fashioned cranks or levers to slow down operator. Big, easy-to-read answer dials; no confusing zeros to left of answer.

NEW COMPTOMETERS FEATURE SAFEGUARD ACCURACY!

Exclusive 3-way *Error Control* absolutely eliminates mistakes from faulty stroke. Decimal points are in natural position, conveniently numbered by column.

NEW COMPTOMETERS ARE EASY TO USE!

Anyone in your office can be your Comptometer operator. With Comptometer's *Floating Touch*, top speed with accuracy can readily be obtained.

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Made only by Felt & Tarrant Manufacturing Co., and sold exclusively by its Comptometer Division, 1715 North Paulina Street, Chicago 22, Illinois. Offices in all principal cities.

FELT & TARRANT

NOW—
four NEW machines!

Electric typewriters are preferred in the offices of Fred F. Alford & Co., Dallas.

primarily with fiscal year closings but these are, fortunately, distributed fairly evenly. Consequently, aside from the annual income tax rush, the firm's activities flow at a reasonably steady rate month after month. But, like any normally healthy enterprise, the overall volume of business continues to increase as new clients are added and old clients expand. Consequently we found it

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COMPLETE POSTING UNIT!

saves space!
speeds paper handling!

Save 5 to 15 minutes every hour during machine posting

Installations prove it! LeFebure Tray-Binders, Posting Stands and Bookkeeping Machine desks provide an orderly arrangement—more room at less cost. Everything at hand . . . uninterrupted work. Space saved — time saved. Let our trained representatives help YOU—

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CEDAR RAPIDS, IOWA

The World's Most Complete Line of Posting Trays, Tray-Binders and Stands

necessary to improve our method of preparing statements and reports which formerly were manually typed in multiple-copy sets.

The average typing requires only about eight copies, which is readily accomplished by the use of carbons. Not infrequently a client may later desire two, three or four more copies of an old report or statement. This meant a complete retyping, rechecking and correcting of old material, consuming just as much time as would be required to produce a current report.

The need to correct this situation led us into electric typing and to dividends of efficiency which we had not anticipated. Our search for a better method of obtaining multiple copies of reports led us to install a machine process of reproduction, since this would provide us with a permanent master copy which could be filed for future returns and eliminate retyping.

To obtain clear, sharp master copies for reproduction we installed Remington Rand Electri-conomy typewriters, equipped with No. 505 type, a broad-face type spaced 10 characters to the inch. Because of the uniformity of type pressure in the preparation of the master copy, reproduced units are similarly neat and legible. The use of a carbon ribbon especially inked for reproduction, coupled with the uniformity of type pressure delivered by electric power, produce sharp characters which reproduce clearly. These machines are equipped with 10-key tabulation for quick, accurate alignment of the initial digits in compound numbers. A touch of the correct tabulating key immediately positions the carriage for typing "$10,000" or one cent.

While 10-key tabulation is also available on manual typewriters, there are other features which can be obtained only where electricity provides the power. For example, our electric typewriters are equipped with an automatic underscore key, automatic space bar and automatic double-underscore key. Each

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The amazing new desk-top

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makes direct copies of almost all kinds of paperwork!

No Retyping...No Negatives or Plates
No Stencils...No Smudge or Distortion
No Proof-reading...No Darkroom!

YOUR COMPANY CAN MAKE SAVINGS LIKE THESE!

$30,000 per year in Payroll Computation. That's the amount one major railroad saves each year in computing payrolls by using Ozalid copies of train dispatchers' reports to check against trainmen's record cards.

Two Full Weeks on Each Production Run. Printing press manufacturer cuts two weeks time from each production run by using Ozalid to speed up processing of paper work!

Six Clerks in an Order Billing Operation. With Ozalid, a wholesale hardware firm uses one girl for work that formerly required seven clerks!

$82.10 on Each Flight Report. A major airline makes this saving with Ozalid on every flight report prepared.

18 Draftsmen in one Department. An air conditioning manufacturer reports that with the aid of Ozalid 50 draftsmen turn out as much work as 68 normally produce.

The OZAMATIC gives you a low-cost, high-quality method of making clear copies of almost anything typed, written, drawn or printed on ordinary translucent paper. Any girl in your office can learn to operate the desk-top OZAMATIC machine in five minutes. She can deliver your first copy in seconds —*clean, dry* and *ready-to-use*—or 1,000 letter-size copies an hour at a cost of less than 1½¢ each!

Larger machines handle wider copies, have greater capacity.

Send today for details, or call the Ozalid distributor listed in your phone book.

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at $2,100.00 ...00.00. If you find a same volume of work done their total typing time — saving 10% — *you save $4,200.00 yearly.* More than 20 typists, *even larger* savings . . . fewer typists, *proportionately worthwhile* savings!

want MORE than 10% Saving?

Prominent companies and Government departments using LETTEREX have gained 25% extra production. This ingenious new product saves costly time wasted in handling loose carbons and second sheets. LETTEREX is second sheets with carbons attached. Use it for letters, memo's, some forms . . . get one to eight clear copies. Girls SNAP out disposable carbons, keep hands clean. Erasures are easily made by detaching spot-gummed carbons at top. LETTEREX is available in white, yellow or green 10-lb. sulphite paper, 8½ x 11 letter size. Try it — you're bound to get worthwhile extra production!

One SNAP removes carbons

Make Your Own Letterex Test

LETTEREX *naturally* increases typing output because it means more time spent on actual typing. Production increases vary according to length of letters and number of copies made. Order a trial supply — use LETTEREX a few days or weeks, compare new production records with old. See what you've saved on overtime, extra help or regular help. You'll find LETTEREX more than pays its way — usually MUCH MORE!

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of these features continues to repeat automatically as long as pressure is applied to the key or space bar. Thus, a single or a double line may be typed across the entire writing area merely by holding down the underscore or double-underscore key.

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Mechanized Examinations

(Continued from page 81)

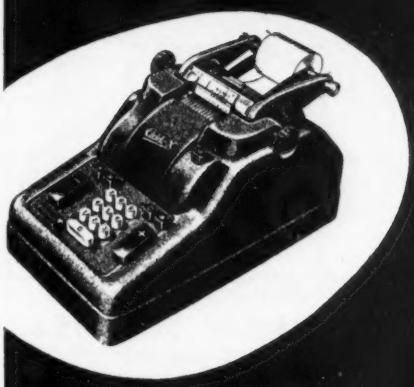
in the *same* way as the original pair of words are related to each other. Then, on the answer sheet blacken the space beneath the number corresponding to the number of the pair you have selected."

The first word-pair, let us say, is EROSION: ROCKS, and John is called on to choose the analogous pair from the following: 1—flatness: landscape; 2—fatigue: task; 3—fasting: food; 4—dissipation: character; 5—forgery: signature. Being a bright boy, John chooses number 4 and blackens the tendotted area below that small numeral. And so on through the test, John missing out occasionally but on the whole doing rather well.

Strict conditions for use of the tests are laid down in Rules for Conduct established and promulgated by ETS. Among these the most pertinent to our survey, and perhaps the most rigidly enforced, have to do with the blackening of the answer areas by the ex-

MODERN

as a jet . . .



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5 8 2 3 0
8 4 5. 3 0
7 4 7. 9 0
6 5 8. 0 0
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4 3 2 5 0
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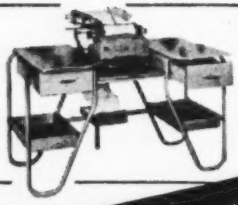

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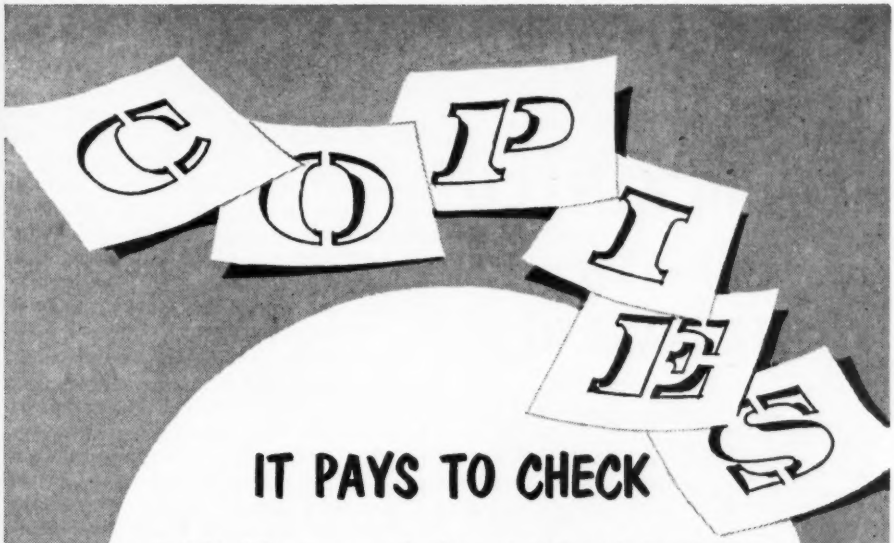
aminees. Preferably they use the electrographic pencils furnished by ETS to the College Entrance Examination Board conducting the test. In any event special pencils supplied to examinees by the board, electrographic or equivalent, must be used for all tests except that of English Composition. Examinees are instructed to mark only *one* set of dotted lines for each question and to be sure that all marks are heavy and black. Efforts to hedge by lightly marking more than one area, or by attempting other poltroonish tricks, will be detected at ETS with results disastrous to the candidate's chances. The use of slide rules, protractors, compasses, rulers or stencils is not permitted.

After the test ends, John N. Doe turns in to the supervisor such test books, answer sheets and all other materials furnished him. He then steps out of our drama for the time being. The supervisor accounts on a special report form for all materials issued to him, returning the test books and answer sheets to ETS.

Back at Princeton, the receiving section receives and accounts for all answer sheets, test books and supplementary materials. The reports come to

"Remember when you could get a stenographer by advertising?"



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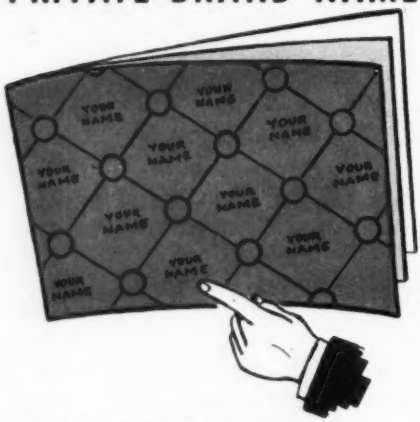

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ETS in examination number order per college or other organization, with cover sheets showing the number of reports for each. Numbers are checked and the reports released. Some scores are classified as confidential; for the other programs, reports are released to candidates under pre-addressed label. Behind each candidate's filed application is placed a file copy of his score. Having set aside the test books for destruction by shredding, the receiving section packets and routes the answer sheets to the scoring department.

The scoring department machine-scores, and either hand or machine checks, all answer sheets. Discrepancies between the two scorings are resolved by yet a third scoring. The scores are recorded on the answer sheet. If it be a two-sided answer sheet the scoring department adds and check-adds front and back, then records the total score in the appropriate box.

IBM electromatic Scoring Machines—of which there are ten at ETS—take the place of the human eye in passing on the correctness of pencil marks upon the answer sheets. For example, take John N. Doe's answer sheet, whereon we watched him mark choice 4 opposite EROSION: ROCKS. The young lady operator feeds this sheet into the scoring machine as she would into a vertical flat-bed printing press—except that the scoring machine has, instead of type for the impression, a frame filled with groups of short, tiny wire bristles corresponding to the double rows of dots on the answer sheet. These bristles are connected with an electric current in such a manner that there is a gap in the circuit between each pair. When John's black pencil mark (a conductor) comes in contact with the electrically charged bristles the circuit is closed and the machine mark-senses the answer, which is checked for correctness by a pre-punched masking card.

Complexity enters with the conversion of these mark-sensed *answers* into a justly determined *score*. Many and

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EVERLAST writing instruments feature the changeable point. They are precision-made, handsomely styled and completely guaranteed—yet sell in the popular price range.*

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- **THE EVERLAST "JEWEL-TONE" PEN**

  Choice of 4 changeable points, 5 jewel-tone colors. Sold in display cards of 12 or in bulk shipments to stock self-selling, handsome illuminated display. A big volume item!

- **THE EVERLAST "JEWEL-TONE" PEN AND PENCIL SET**

  The Everlast Jewel-Tone Pen with matching mechanical pencil in a handsome gift box.

- **THE EVERLAST "EXCELLENCY" PEN**

  Choice of 4 changeable points. Luxurious gleaming white rhodium finish metal casing. Also offered in a matching pen and pencil set. Beautifully gift boxed.

- **And . . . a sensational new addition to the line . . . THE EVERLAST "EXECUTIVE" DESK PEN SET DE LUXE**

  This desk set is sure to be the hit of the year! Changeable point feature, streamlined design, choice of 4 colors, giant ink supply. Packaged in a stunning transparent circular plastic gift box!

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R. Gene Brown at the Conrad Hilton Hotel, Chicago, during the National Stationery Convention, October 4-9—or write him now at our New York office.

This attractive illuminated display is typical of the EVERLAST promotional materials. It's a sure stopper and self-seller! It dramatizes the choice of pen colors and points . . . it's a writing desk for pen testing . . . stocks a gross of pens and points, yet occupies amazingly little counter space! Offered without cost in our special limited time deal.

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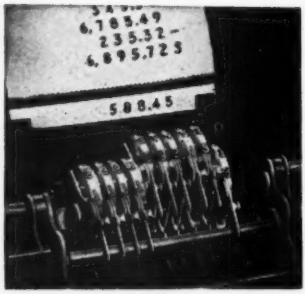

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diverse factors of average, weights, relative values and formulae bristling with mathematical symbols come into the problem. These are handled by the scoring machines and calculators in a matter of seconds where manual methods would take minutes, perhaps hours. Some 18,000 tests can be graded daily on these machines. Without going into technical details of scoring methods, we may say that in actual practice the highest complete score is 800 and the lowest is 200.

Scored answer sheets are re-packeted and routed to the tabulating department, where cards are punched to show name, examination number, date of testing, colleges to receive reports, and scores achieved. That department sends the finished reports, prepared from the punched cards, to the records section, where they are thoroughly checked and are then mailed to the colleges which the student has named in his application to receive reports. John N. Doe has participated in a program that enables him to receive a copy of his score report accompanied by the same interpretative pamphlet and rank table that accompanies all these reports to assist in correct interpretation of scores by institutions or candidate.

The tabulating department sends the answer sheets back to the scoring department for such analysis or other special scoring as may be required. Answer sheets are then temporarily filed for current reference as necessary. When they are no longer current they are sent to permanent storage files.

If a test is given more than once a year, applications and report forms for the current calendar year are interfiled preparatory to microfilming. Applications are read back to previously filed ticket carbons, to make sure the file is complete and in strict alphabetical order. All applications and programs are microfilmed by program for the calendar year. Educational Testing Service has a *record of every test* taken

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for the past *half-century*—since the College Examination Board began to function in 1901. Films are prepared in duplicate. One set is kept in registration and reports so that additional copies may be made and sent out on request. A second set is stored in a safe place outside the ETS office building.

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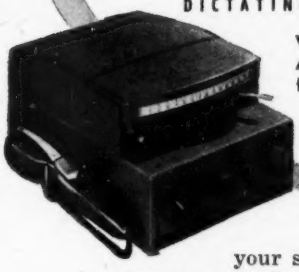

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Remington Rand Inc., Room 1275, 315 Fourth Ave., New York 10, N. Y., announces the Copyfix for making photo-exact, finished copies of any office record in less than a minute without developing, washing, fixing or drying. Copyfix makes finished, photo-exact, positive copies of any record, regardless of type

or color, from originals up to 14" wide in any length. Extremely small, light and compact, Copyfix takes not much more space than dictating equipment. No special installation is required. The machine operates after being plugged into any electrical outlet. No darkroom is needed. Just place the record to be copied face to face with a sheet of Copyfix negative paper on the printer and expose. Remove them from the printer and place the exposed negative paper with a sheet of positive Copyfix paper in the Copyfix. In about ten seconds, the two sheets emerge from the rear slot of the machine. Peel them apart and you have a perfect positive copy for immediate use.

PORTABLE TYPEWRITER

Underwood Corp., 1 Park Ave., New York 16, N. Y., announced the Underwood color-styled Finger Flite Champion Portable Typewriter. Finished in fashion-tone gray and blue, this functionally designed personal writing ma-

chine with its Fashion-Flite carrying case, has a standard size typewriter keyboard, See-Set margins and Key-Set tabulation. With this portable there are no difficulties involved in transferring from a standard to a portable machine. The distances and intervals between the keys on the keyboard are exactly the same as standard typewriters. Improved See-Set margins make it possible to set both right and left margins to any predetermined writing width and their convenient construction gives positive and visible control. Key-Set tabulation enables setting or clearing tab stops from the keyboard like a standard machine. Quantacolor styled this portable so the

machine is particularly pleasing as well as one that relieves all eyestrain from glare of either the machine case or keyboard. The details of color styling include the handsome blue Fashion-Flite carrying case covered with vinyl plastic, equipped with an inbuilt copyholder and smartly tapered with rounded corners, well balanced for easy handling. In addition, this portable contains more than 40 improvements to provide easier, faster work, including such helpful items as a longer line space lever, easier to read paper scale, triple reinforced main frame, and quieter all around operation.

MACHINE BOOKKEEPING

LeFebure Corp., Cedar Rapids, Iowa, offer an illustrated folder showing units in their complete line of machine posting equipment. Their machine desks, posting stands and tray-binders can be combined into complete bookkeeping units to save from 5 to 15 minutes out of every working hour. Units require less floor-space and save operator's time. Write above address for this literature.

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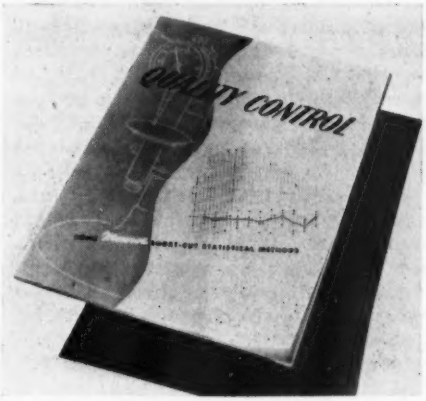
Boorum & Pease, Dept. O-1, 84 Hudson Ave., Brooklyn 1, N. Y., offers free testing samples of B & P No-Tear Loose Leaf Sheets which are muslin reinforced and will not tear out of ring binders. A single No-Tear Sheet can carry the weight of a full, hard-covered ring book without tearing out. This saves retyping and replacing torn sheets and also saves the 30% of binder space required for hole-reinforcing patches. No-Tear Sheets are made in rulings and sizes for all purposes and in paper for most all reproduction methods. Free samples from above address.

QUALITY CONTROL BOOKLET

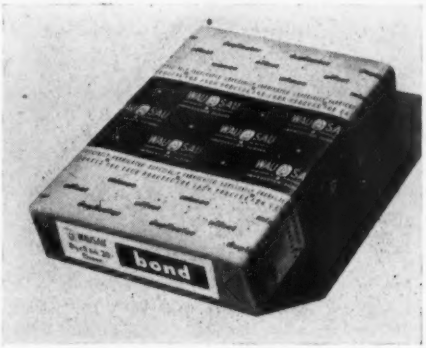
Publication Dept., Monroe Calculating Machine Co., Orange, N. J., offers a free 35-page booklet titled, "Quality Control," which contains much data on short-cut statistical methods. It avoids textbook theories and presents practical formulas and tables for use as an everyday working manual by those who are starting to apply quality control. By



pointing out how to perform calculations more rapidly, it should be equally useful to those who know quality control techniques.

DUPLICATOR PAPERS

Wausau Paper Mills Co., 111 W. Washington St., Chicago 2, Ill., specialists in papers for office duplication and all business requirements, announces their complete line of impres-



sion papers made especially for each of the three major duplicating processes: offset, stencil and spirit or gelatin hectograph. A complete line of white and

colors in standard weights is available for each process in the highest grade of virgin fiber, watermarked Wausau Bond, Mimeo and Duplicator Papers; also in the unwatermarked qualities Exact Bond, Mimeo and Duplicator Papers. Both Wausau papers and Exact papers have especially prepared surfaces to give clean, sharp, easy-to-read impressions. They are all pre-tested at the mill for maximum machine performance in each process, taking into consideration high speed operation and lint-free, long runs. Accurately cut to size and packaged at the mill in a distinctively designed wrapper, these papers are distributed in their original mill wrapper. Each 500-sheet package is clearly identified as to kind, size, weight and color. The complete line is available nationally through authorized distributors and stationers.

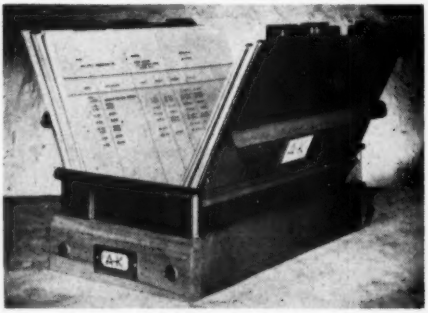
MEMO BOOKS, BINDERS

Kamket Corp., Holyoke, Mass., makes Kamket Memo Books and Loose Leaf Binders. The memo books are made

with a wide choice of cover stocks, spirally bound and imprinted on the cover with advertising copy which can include manufacturer's or main office insignia, etc., and dealer or branch office imprint. Such memo books are used in large quantities as give-aways by salesmen and insurance agents. The binder covers provide an inexpensive method of presenting proposals, insurance plans, etc. Free samples of both the memo books and the binders can be had from above address.

POSTING TRAY

Douglas Du Lac, 45 Prospect Place, New York 17, N. Y., distributes Alpa Machine Posting Equipment made by Alpa Plastic Arts Ltd., 262 Portobello Road, London W. 11, England. The Alpa Posting Tray opens to a large "V"



when in use and allows quick selection of records. It holds up to 750 sheets plus guide cards. The operator can open or close tray with a minimum of effort and its cork-lined base prevents sheets from sliding. When closed, sheets are held firmly upright in a minimum of space. The tray is light enough for female operators to carry with ease and four handles allow it to be lifted from any position. Sturdily constructed of the best quality steel with polished wood ends and simply designed for trouble-free service. Alpa Guide Cards are made of light, pliable plastic which is durable and offers maximum resistance against bending or breaking. The Alpa Tray Stand is adjustable in height and revolves freely for best working position. Alpa Mobile Cabinets are easy to wheel about while holding 6 to 9 full trays. Illustrated literature on this line, which is made to customers' individual specifications and in standard sizes, can be received from above address. Delivery is offered within 4-6 weeks from receipt of orders.

STORAGE CABINET

Penn Metal Corp. of Penna., 50 Oregon Ave., Philadelphia 48, Pa., makes the Penco Steel Storage Cabinet which is a full 78¼″ high and 36″ wide. It is available in either 18″ or 24″ deep models. When the four adjustable shelves are spaced equally, it is possible to store objects up to 14″ high on each shelf. It is said that the large shelf area, plus built-in shelf adjustment channels and

heavy gauge steel construction, permits the safe storage of materials weighing up to 1000 lbs. in the 24″-deep model. The cabinet has a smooth exterior with concealed hinges and no projecting bolt heads. Stock finish is office green baked enamel, with gray and brown also available. The double doors have three-point latching with grooved key lock. The combination of extra roominess, sturdiness and attractiveness make this Penco Storage Cabinet equally suitable for any office or shop use. Free illustrated catalog from above address.

LETTERHEAD BOND

Millers Falls Paper Co., Millers Falls, Mass., offers a free portfolio of sample letterheads on their Old Deerfield Bond. This 50% cotton fiber stock has been used for distinctive business stationery for almost 50 years. Its clean whiteness offers an ideal background for business correspondence and its cotton fiber content insures long life while its moderate cost makes it available to all companies. Old Deerfield Bond is made in Subs. 13, 16, 20 and 24 and can be had in boxed reams of letterhead and legal size sheets as well as large sheets for quantity printing. Colors are white, buff, peach and blue. Matching envelopes in all commercial sizes are also stocked. Samples of all weights and colors are included in the portfolio available from above address.

MAILING BOXES

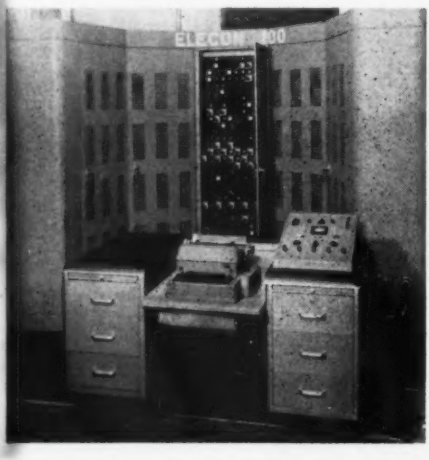
Mason Box Co., Attleboro Falls, Mass., makes Mason Mailmaster boxes in 65 different sizes to reduce the labor costs of

hand-wrapping. A free booklet available from above address shows the cost and uses of the different style containers. Mailmasters eliminate all wrapping, tying and taping; quickly producing a neat finished package ready for labeling and

stamping. A small inventory of less than a dozen (in most cases six) box sizes will serve the average office. All clerical help, with no shipping experience, can easily use Mailmasters which make it unnecessary to stock wrapping paper, tape, corrugated and string. Mailmasters can be supplied printed as desired and are more easily opened by the addressee than a wrapped package. The booklet mentioned above shows the styles, sizes and prices of Mason Mailmasters.

ELECTRONIC COMPUTER

Electronic Computer Corp., 160 Ave. of the Americas, New York 13, N. Y., makes the Elecom 100 Electronic Computer which has a memory capacity of 102,400 9-digit "words" and the ability to solve a 10-digit mathematical problem in 3 milliseconds. It will be mass-produced



for general use. Relatively small in size compared to the room-sized computers, it sells for $62,500. The Elecom 100 consists of three units, an office desk at which the operator sits, a metal drum memory unit the shape of a water cooler, and the computer which is housed in five steel cabinets joined in a semi-circle. It operates on standard 120-volt AC and can be moved about since the units are mounted on casters. The first Elecom 100 was scheduled to be delivered to the Ballistics Research Laboratory at Aberdeen Proving Ground last month and others are scheduled to come off the production line at the rate of one a month.

ADDING MACHINE

Odhner Div., Dept G, Facit, Inc., 500 Fifth Ave., New York 36, N. Y., distributes the Odhner Adding Machine. Facit is the American sales subsidiary of AB Atvitabergs Industrier, Stockholm. Designed by Swedish engineers and made of finest Swedish steel, the Odhner

operates electrically with a rotary-type action which greatly reduces sound, vibration and wear. The mechanism is suspended within the framework on rubber shock absorbers for floating action which further reduces noise. The keyboard has been scientifically designed to fit the human hand and lessen fatigue and strain. Keys are closely spaced and key height conforms to finger lengths so that the row operated by the middle finger is lower than the keys operated by the other fingers. Each key requires only a very slight depression, about half the distance necessary on some adding machines. The Odhner's double-function operating keys eliminate waste motion and make operation of the machine simpler and faster. Since friction is held to a

Time For An Overhaul?

Take time-out for an unbiased look at your forms-writing system. You may be in for a very pleasant surprise!

During the last few years many new techniques and methods offer faster, cleaner, easier ways to write forms. A quick analysis of your system may suggest a way to save hundreds, and perhaps thousands of dollars annually.

That explains why so many companies—the small ones, medium, and the very largest, such as Chrysler Corporation, Admiral Corporation, Ford Motor Company and the Chesapeake & Ohio Railroad—have switched to the use of continuous forms with Repeat-O-Pak floating, reusable carbon paper. They're saving money every time they write a form—and getting cleaner, sharper carbon copies.

For a free analysis of your forms-writing system with no obligation, just send us a sample of your forms, your estimated annual usage, and the name of your forms-writing equipment.

eet-Pk

STANDARD MANIFOLD COMPANY Dept. A952

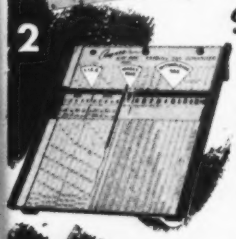
Carbon Papers • Inked Ribbons • 333 W. Lake St. • Chicago, Ill. • Offices in Principal Cities • In Canada: Budge Carbon Paper Mfg. Co., Ltd., Montreal 3, Quebec.

**floating carbon paper for continuous forms used on all kinds of forms-writing machines . . . I. B. M. and Underwood Formswriters . . . Moore Carbon-Saver and Uarco Adapters.*

Ayres System
PAYROLL TAX COMPUTERS
CUT LABOR COSTS AS HIGH AS 50%
F. I. C. A.—WITHHOLDING TAX
For Weekly • Bi-Weekly • Monthly • Semi-Monthly Payrolls • Government Approved Calculations
Priced to Suit Every Business ..... from 4.95

1

Rapid SLIDE-RULE CHART
For growing businesses. One quick motion of the hand...and deductions are read thru slide-rule window—all on one line.

2

Split-Second SLIDE-RULE BOARD
For businesses with moderate to heavy payrolls. Chart rests on stand at angle for fast, easy reading—all on one line.

3
Lightning-Fast CALCULER-D
MOST VERSATILE OF ALL
For businesses employing up to 20,000. Occupies minimum desk space. Reading window always in focus. Will not become obsolete . . . charts and drums interchangeable.

* SPECIAL TAX CHARTS DESIGNED
A large department store chain saves $780,000 per year using Calculer-D giving special deduction. • Special deductions—adaptable to Models 2 and 3—such as profit-sharing plans, pension plans, unemployment insurance, etc.
SOLD ON 30 DAY TRIAL GUARANTEE
Send for Literature and Name of Nearest Dealer
E. P. WILMER, INC. 3044 Riverside Dr. Los Angeles 39, Calif.

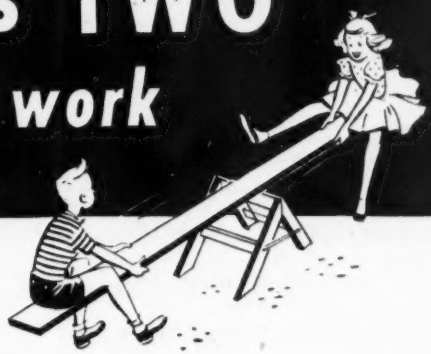
minimum by the rotary action of most working parts, service requirements are reduced. The design of the printing mechanism has considerably cut the working parts in this section with a proportionate reduction in the possibility of wear. Fully equipped factory service will be provided and Facit maintains a 10-year supply of spare parts for the machine. When servicing is required, it is quick and easy since the working mechanism is constructed in three main sections that can be replaced as units. The Odhner has a cast aluminum base for lightness and strength, rubber rear wheels for movement on desk or table. A spindleless tape holder makes changing tape fast and easy. It is offered in three models at $280, $305 and $340 each. The latter model has automatic credit balance, registers 10 digits and totals 11. All models have direct subtraction.

TAPE-DISPENSER OFFER

Minnesota Mining & Mfg. Co., Dept. OF-92, St. Paul 6, Minn., announces a 60-day special offer giving retailers and manufacturers two semi-automatic cellophane tape dispensers for the price of one. Offered until Oct. 31, the special deal (Deal DS) sells for $31.06, a $16.56

saving over the regular list price. It includes two Scotch brand Model 92 definite length dispensers and 12 rolls of ½″ by 2,592″ Scotch transparent cellophane tape. The dispensers issue predetermined 1″ to 4″ lengths of tape at the touch of a hand lever (longer lengths by depressing the lever repeatedly). Us-

It takes TWO
to make it work



And in business it takes *TWO* communication systems to get best results!—(1) the regular city telephone service and (2) SELECT-O-PHONE, the automatic, inter-office, private system. SELECT-O-PHONE takes the over-load off switchboards, requires no operator, permits you to dial from one to 55 inside stations, individually or collectively. SELECT-O-PHONE saves manpower, increases efficiency, handles all inside communications traffic independently of your switchboard.

GET THE FACTS! Write TODAY for free booklet, "Hear's How," explaining how SELECT-O-PHONE will save you money.

KELLOGG ... AN IT&T ASSOCIATE

An Associate of International Telephone and Telegraph Corporation.

Select-O-Phone

THE *INSIDE* VOICE OF BUSINESS

SELECT-O-PHONE Division, Dept. 10-1
Kellogg Switchboard and Supply Co.,
6650 S. Cicero Avenue, Chicago 38, Ill.

Please rush your new "Hear's How" booklet that explains how I can benefit from Kellogg SELECT-O-PHONE Dial Intercommunication.

Name_____

Company_____

Address_____

City_____ Zone____ State_____

"SHREDMASTER destroys confidential records quickly, simply, quietly"

. . . says Chase Bag Company

Shredmaster shreds records into unreadable strips quietly, without litter or dust. Saves tearing, toting, burning . . . while assuring absolute destruction of confidential papers and obsolete records. Safe and easy to operate. Gray finish harmonizes with other office equipment. Negligible maintenance.

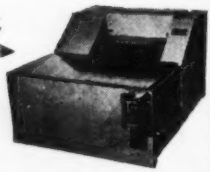
Write *today* for complete information.

SHREDMASTER

Shredding Machines

a product of—The Shredmaster Corporation
205D Willoughby Avenue, Brooklyn 5, New York
Division of Self Winding Clock Company

"Senior" Table Model Shredmaster 32¼" x 25" x 19½" Weight: 300 lbs.



also available: "Junior" Table Model 14½" x 16" x 12" Weight: 52 lbs. Heavy-duty Floor Model 49" x 22" x 47" Weight: 800 lbs.

For complete information, mail coupon today.

The Shredmaster Corporation
205D Willoughby Ave., Brooklyn 5, N. Y.

☐ Please send literature.

Name_____

Company_____

Street_____

City_____ Zone____ State____

ing only a predetermined amount of tape per package, the user economizes by avoiding the accidental use of more tape than necessary. Each dispenser weighs 6 lbs., is portable, and can be reloaded with a roll of tape in a matter of seconds. A free booklet illustrating 38 ways to save time in the office with Scotch tape can be had from the above address.

DRIVE-IN BANK WINDOW

Mosler Safe Co., Dept. O-9, Hamilton, Ohio, makes a fully automatic drive-in window for banks, which makes it easy for tellers to provide faster banking service to motorists. The electrically operated, bullet-proof window offers effortless operation, greater visibility, increased counter space for the teller, and reduced installations costs. The motorist

drives up to the Mosler window and converses with the teller in normal tones through the overhead two-way speaker system. The teller touches a button which automatically slides a deposit receptacle from the window toward the driver. The motorist places his bank-book and deposit or withdrawal slip into the receptacle which is immediately retracted by another touch of the button, or is automatically returned to the teller after 15 seconds. If the motorist requires more than 15 seconds, the teller keeps his finger on the button which holds the receptacle in position near the motorist as long as is necessary. The

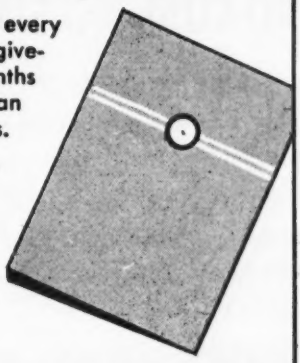
The ad that never reaches The Wastebasket

. . . THAT IS NEVER FILED AND FORGOTTEN

KAMKET MEMO BOOKS *and* LOOSE LEAF BINDERS

Millions of these goodwill builders are used every year, particularly by insurance agents as "give-aways." The Memo Books are carried for months and are referred to constantly. Your ad can be printed on all four pages of the covers.

Kamket Loose Leaf Binders are inexpensive and make an ideal medium for presenting a proposal or insurance plan. Your inquiry will be welcome and answered promptly, at no expense or obligation on the part of you or your company.



MAIL THIS COUPON TO KAMKET CORPORATION, HOLYOKE, MASS.

Please send further information and free samples of Kamket Memo Books and Kamket Loose Leaf Binders

Name _____

Company _____

Address _____

City and State _____

less TOIL
less DRUDGE
with

NO CURL NO SMUDGE

NO CURL NO SMUDGE Carbon is just what the name says . . . lies flat, doesn't smear.

Writes clean, sharp—easily removed without soiling fingers. Has wonderful manifolding ability. Lasts longer—costs less in the long run.

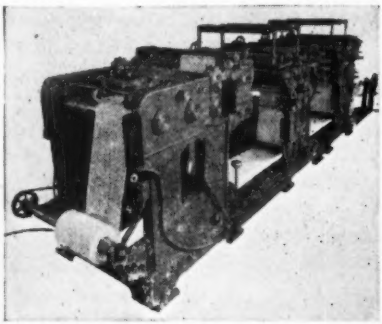
It adds up to an easier working day for the Typist—and beautiful, permanent duplicates for the files. Ask your Dealer or write to us for sample sheets.

PEERLESS IMPERIAL CO., Inc.
General Office and Factory
28 Peerless Place, Newark 5, New Jersey
N.Y. Office 13, 110 Franklin St. • Chicago 2, 179 W. Washington St.
Detroit 18, 37 Linden St., River Rouge, Michigan

unit has a scoop-like change compartment for the motorist or teller to easily pick up coins. As a safety feature, even if the deposit receptacle begins to move before the motorist withdraws his hand, the unit's highly sensitive friction clutch instantly stops the device. The mobile deposit receptacle is positioned so it cannot obstruct the teller's view. Although the transaction hopper is electrically operated, if local power fails it can be easily converted from an automatic to a manual operated unit in 10 seconds. The teller's counter has two spacious drawers, one equipped as a cash drawer which can be inserted at either right or left of the counter for right or left-handed tellers. The ease of installation is another major feature. The bullet-proof window has stainless steel trim and is designed to eliminate grouting or concreting so it can be easily installed in any exterior wall without cementing or refinishing the wall around the window.

INTERLEAVED CARBON FORMS

Tallman, Robbins & Co., 314 W. Superior St., Chicago 10, Ill., have installed a large patented rotary press and collator that produces Zip-Out forms faster



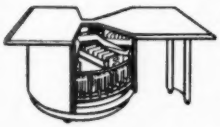
and more uniformly than before. Zip-Outs to handle every multiple copy job: invoices, factory records, purchase orders, statements, voucher checks, acknowledgments, freight bills, quotations,

ONE MOTION DAILY ENDS 60 YEARS OF 8-HOUR DRUDGERY!

THIS ONE door opens the equal of nearly 12 correspondence drawers. ONE door — ONE motion exposes *every item* in the *new* ROTOR CORRES-FILE. Banishes each day the 8-hour drudgery typical of the past 60 years of filing . . . drudgery that wastes costly clerical time . . . breeds costly filing errors.

Streamline your filing with ROTOR CORRES-FILE . . . the first major improvement in filing since drawer-files appeared in 1893. Transfer your correspondence and card records to circular tiers that rotate at finger touch . . . bring correspondence right to the seated operator . . . save up to 50% of clerical operating time . . . Send for more details at once!

WASSELL ORGANIZATION, INC., WESTPORT 2, CONNECTICUT



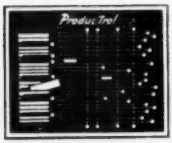
I want more data on filing with ROTOR CORRES-FILE. We have _____ drawers of correspondence and _____ drawers of card records. Card sizes _____

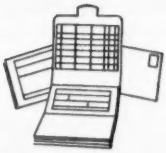
NAME _____

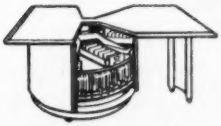
POSITION _____

(Please attach to your business letterhead)

FOUR WASSELL EXCLUSIVES







PRODUC-TROL	INSTALVELOPE	ROTOR-FILE	SIGNALOK
for Precision Control in Business	for Improved Time Payments	for Time-Saving, Space-Saving Filing	for Positive Record Analysis

Robotyper

DOES 4 TIMES AS MUCH WORK *in a single day!*

with only one machine! Step up your office production of routine personal correspondence four times normal capacity *without adding employees*—with *one* ROBOTYPER. Actually, one girl with no special skill can easily operate from one to four of these amazingly simple automatic typewriters, turning out up to 800 *individually-typed, personal* letters in an eight-hour working day—the capacity of 16 typists!

Let us give you the complete, money-saving facts on Robotyper.

Robotyper *Builds* BUSINESS

ROBOTYPER CORPORATION
Box O-52, Hendersonville, N. C.
Please tell me how I can increase returns and efficiency in my firm with Robotyper.

NAME _____

COMPANY _____

ADDRESS _____

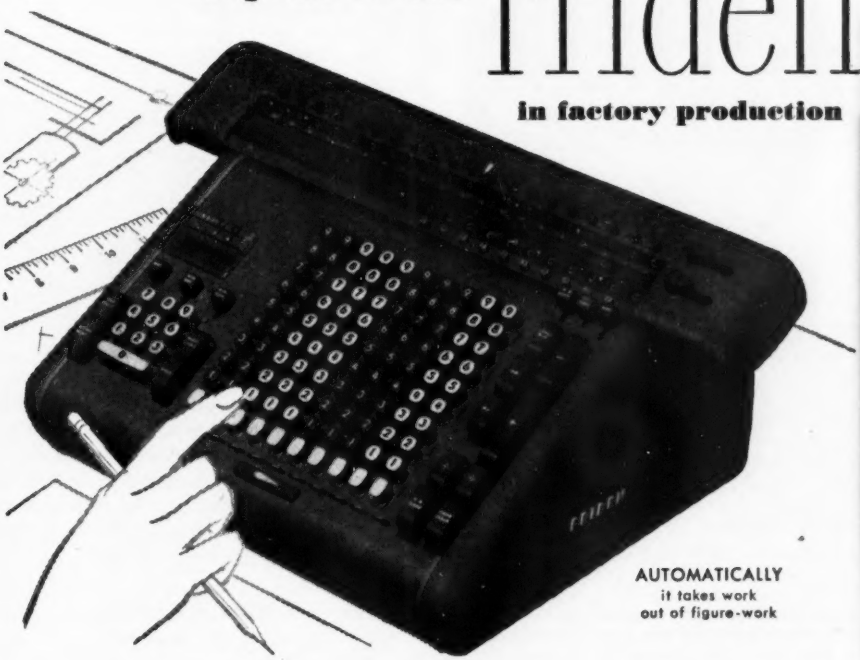
estimates, bills of lading, cost forms, etc. Tarco Zip-Out forms save time, labor and chances for errors—increase clerical efficiency 61%. Each set of forms is compact, ready to insert in the typewriter. When typed, a flip of the wrist separates the completed sheets from one-time carbons which are discarded. Zip-Outs work equally well for typed or written multiple copies. A circular with detailed information can be had from above address.

CARBON, SECOND SHEETS

Pacific Carbon & Ribbon Mfg. Co., 1451 Harrison St., San Francisco, Calif., has been granted an eight-claim patent on their Kop Ease carbon and copy sheet package. This eliminates the disadvantages of collating carbons and copy

sheets. The typist does not have to jog the sheets and the Kop Ease package is shaped so that perfect alignment may be always maintained. Any number of carbons and second sheets may be chosen for copies. Carbons are stacked loose in place. Because the carbon is interleaved and not cut with the second sheet, the latter is always clean at the edges. There are no perforations and nothing to rip or tear. Erasing is easy because the sheets are not glued at any point. The standard Kop Ease package contains 500 sheets of one-time carbon interleaved with 500 white or canary colored second sheets in

Engineers and Designers depend on the Friden in factory production



The Thinking Machine of American Business

● The complex calculations which underlie America's surging factory output are worked by the Friden fully-automatic Calculator in the simplest, quickest way.

For in computations involving stress analysis, mathematical formulas, quality control, scheduling, engineering costs—as in the processing of payrolls, invoices, inventory, percentage, interest—the Friden performs more steps in figure-work *without operator decisions* than any other calculating machine ever developed!

There is literally no limit to the usefulness of the Friden Calculator in any office, factory or store. It does all kinds of figure-work so automatically no special operator training is required. Pays back its cost in time-savings!

Figure on a Friden. Call in the Friden Man near you and learn Friden applications to *your* business. Friden sales, instruction and service available throughout the U.S. and the world. FRIDEN CALCULATING MACHINE CO., INC., San Leandro, California.

© *Friden Calculating Machine Co., Inc.*

Build up
STEADY VOLUME

MASTER ADDRESSER dealers everywhere are building up sales volume with repeat business. And all because Master Addresser, with such features as ROLLER moistening, CONTROLLED fluid flow, VARIABLE margin guide, AUTOMATIC tape advancement—has made MASTER the largest selling line of mechanical addressers in the office supply market.

NO STENCILS • NO PLATES • NO RIBBONS • NO INK

Anyone can operate it. Everyone can afford it.

- **ADDRESSER SALES produce good volume.**
- **ADDRESSER SUPPLIES produce good volume.**
- **RELATED ITEMS produce good volume.**

For every Master Addresser sold, the average user buys an equal amount or more of supplies annually. Repeat sales from Master Tape, Master Carbon, and Master Printing Fluid give dealers a steady year 'round volume of sales. Related items—envelopes, paper and record cards—produce additional repeat business. Master Addresser products are backed with national advertising pointed to dealer sales, coupled with dealer aids to help you sell.

MATS • DISPLAYS • STUFFERS • POST CARDS

September ads appear in DUN'S REVIEW

INSTRUCTOR • REPORTOR OF DIRECT MAIL

CHRISTIAN LIFE • NATION'S BUSINESS

Master Addresser Co.

6500-O West Lake St. Minneapolis 16, Minnesota

8½" x 11" or 8½" x 13" sizes. Customers' own second sheets may be substituted. Further information from above address.

DESK TOP

Specialty Mfg. Div., Southern Friction Materials Co., P. O. Box 1475, Charlotte, N. C., makes the Magic Top, a durable .080 gauge vinyl plastic desk top in solid shades of gray, green and brown. Its light colors are easy on the eyes and it

resists bruises made by heavy office machines. Its use protects the desk top from cigarette burns and ink stains. The Magic Top is easy to clean and is made in three standard sizes or to special specifications. Dealer and agent territories open for both Magic Top and the recently introduced Magic Mat floor mat. Information from above address.

CARBON PAPER

Kee Lox Mfg. Co., Rochester 1, N. Y., makes three carbon papers which are designed for all office uses to simplify carbon paper purchasing and inventorying. Kee Lox New Clean Carbon Paper will not roll mark on any machine, copies will not rub and erasing is easy. It will make 5 copies on 24-lb. legal paper and is ideal for executive, accounting and drafting departments. Kee Lox New Medium Finish is a non-grease carbon which will make from 8 to 12 sharp, black copies depending on paper used. It is suited for all regular correspondence and for systems where medium weight white or colored forms are used. Its clean, black coating is said to outwear

FREE BOOKLET

Here's How To Cut Pencil Costs IN HALF

WITH

Autopoint

TRADE MARK

BETTER PENCILS

Find out why daily, more and more cost-conscious business firms are adopting "Autopoint" Pencils for *organization use*...the famous pencils with "Grip-Tite" Tips that won't let leads wobble, turn or fall out.

By equipping employees with "Autopoint" Pencils, *many cut their pencil costs IN HALF!* And they get a cost-cutting bonus of pencil sharpening time saved, greater efficiency, trouble-free writing. Why don't you save this kind of money? Send for free booklet showing full line of "Autopoint" Pencils, with low quantity prices.

No. 6
Utility Pencil

Has harmonizing clip, eraser ferrule and tip in silvonite finish. Available in the same style for both standard and "Real Thin" leads.

No. 8
Double End Pencil

Has finger grips colored to indicate color of lead: red, blue, green, purple, yellow or black. Available in the same style for both standard and "Real Thin" leads.

MAIL COUPON FOR FREE BOOKLET AND LOW QUANTITY PRICES

"Autopoint" and "Real Thin" are trademarks of Autopoint Company, Chicago.

AUTOPOINT COMPANY, Dept. O-9
1801 Foster Ave., Chicago 40, Illinois
Please send me free BOOKLET giving quantity prices on "Autopoint" Better Pencils for Organization use.
☐ Check here to have representative call.

*Name*_____
*Company*_____
*Position*_____
*Street Address*_____
*City*_____ *Zone*____ *State*_____

LOW COST CREATES BIG DEMAND For Hectographia #AF 51

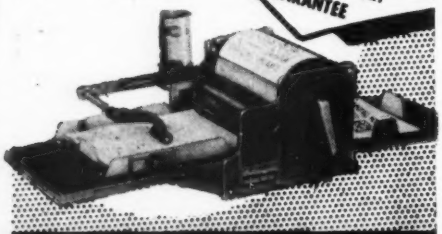
Liquid Process Duplicator

- **AF 51** . . . the LOW-COST duplicator that really does a BIG job. One trial tells you why!
- **HERE ARE FEATURES FOUND ONLY IN MACHINES SELLING FOR MANY DOLLARS MORE . . .**
- Hectographia fool-proof operation prints up to 150 copies per minute. Hectographia STREAK-FREE roller moistening guarantees sharp, bright, even copy. MICROMETRIC pressure control insures clean, quick, economical reproduction of anything typed, written, drawn or printed on the master . . . in as many as five different colors WITH JUST ONE TURN OF THE HANDLE.
- Ball bearing construction assures permanent ease of operation. Anyone can use it . . . Everyone can afford it . . . It costs less. CONSUMER TESTED ENGINEERING MEANS ABSOLUTE FOOLPROOF OPERATION . . . No complaints . . . No service calls.
- **Ask for a free dealer demonstration of the Hectographia AF 51.**

See Us At Booth 314, Chicago N.S.O.E.A. Show; At Booth 260, New York National Business Show.

$129.50 WITH ONE YEAR FACTORY GUARANTEE

Plus Federal excise tax

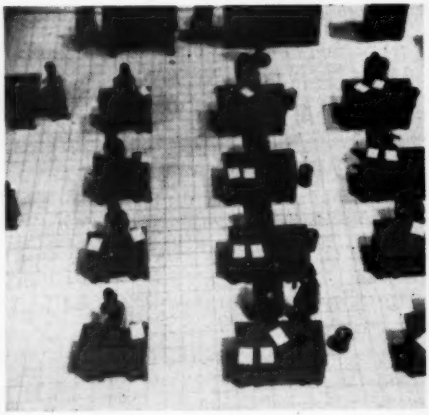


Hectographia Corporation
110 West 17th Street · New York 11, N. Y. · WA 9-8944

the tissue which is the strongest made. Kee Lox Strong Finish or 20-Copy Carbon can make up to 25 copies on an electric typewriter, 20 on a manual machine with hard platen if 10-lb. glazed onionskin is used. This carbon is designed for manifolding on all soft or manifolding tissues and suited for export bills of lading, invoices, etc. A generous supply of sample sheets of all three above carbon papers in a patented Kee Lox Kopy Aligner Box can be had free from above address by purchasing agents and secretaries who write on their business letterhead.

LAYOUT SCALE MODELS

Visual Production Planning, Inc., Connellsville, Pa., offers their new illustrated bulletin on their line of three-dimensional office layout scale models.



These are made in ¼" scale and include every standard item of office furniture for planning floor layouts, including various sizes and styles of desks, files, chairs, etc., and also wastebaskets, machines on stands, safes, drinking fountains, etc. Literature covers complete equipment for making layouts with prices of all items.

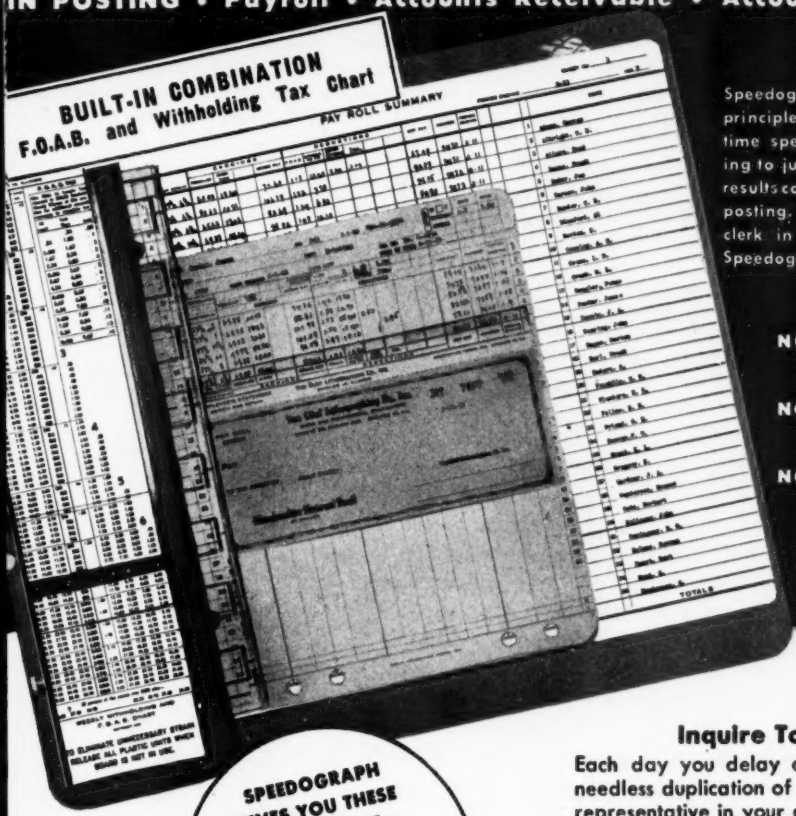
CASH POTECTION

Diebold, Inc., Canton 2, Ohio, offers a comprehensive 8-page folder on money protection entitled "Don't Put Him on

MODERN! SIMPLIFIED! EFFICIENT!

Speedograph SAVES UP TO 60% TIME

IN POSTING • Payroll • Accounts Receivable • Accounts Payable



Speedograph's entirely new principle of design reduces time spent on multiple posting to just a fraction . . . with results comparable to machine posting. So elementary, any clerk in your office can use Speedograph efficiently.

NO SPRINGS

NO PEGS

NO FLAPS

SPEEDOGRAPH GIVES YOU THESE ADVANTAGES:
A Daily Analysis • Eliminates Transcription Errors • Saves Hours of Time • Relieves Month End Peak Loads Speeds Collections

Inquire Today and Save

Each day you delay costs you money in needless duplication of labor. Our trained representative in your city will be glad to show you how the Speedograph Systems can be tailored to your business. Modernize, streamline your bookkeeping now. Write today for a personal introduction to the Speedograph Systems.

There are still a few choice markets open for exclusive Speedograph distributor arrangements with competent systems men. Inquire today.

Speedograph

Accounting Forms, Inc.
2712 S. Wabash Ave.
Chicago 16, Ill.

Your Payroll." It features protection equipment for use where bulk cash is handled.

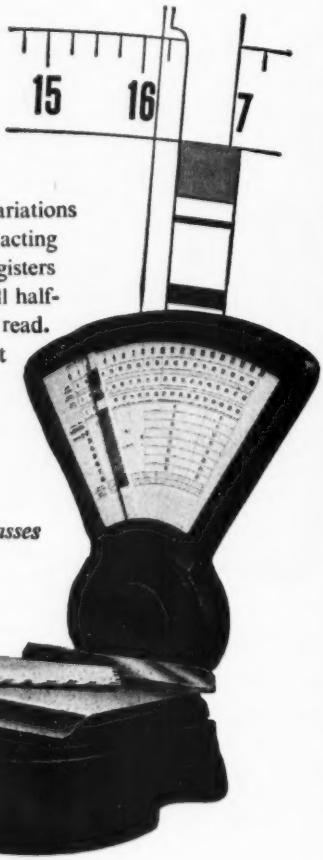
DUPLICATING SUPPLIES

Milo Harding Co., 434 West Pico Blvd., Los Angeles 15, Calif., offer a free, illustrated catalog of their complete line of Tempo Stencils, Inks, Fluid and other supplies and accessories, as well as Stencil Duplicators, Slipsheeters, cabinets, machine parts, etc. The booklet contains full specifications of all items and is bound in handy, pocket-size format for ready reference.

CARBON-RIBBON SELECTOR

F. S. Webster Co., 8 Amherst St., Cambridge 42, Mass., offers dealers a pocket-size slide rule which indicates the proper carbon papers and inked ribbons to be recommended for specific machines, number of copies, etc. All basic selling principles for carbons and ribbons are concentrated on this device which is educational as well as being an effective demonstration tool.

Feather feeler!



This PB Mailing Scale is sensitive to the slightest variations in weight. Its automatic pendulum mechanism is fast acting —and exact. The indicator with the hairline edge registers without wavering. The chart's graduations run a full half-inch per ounce! And the large numerals are easy to read.

The S-120 speeds mailing . . . saves embarrassment of too little postage, and wasteful over-payment—particularly of expensive airmail stamps . . . Also 10 and 70 lb. scales for parcel post . . . Ask the nearest PB office to show you, or write for booklet.

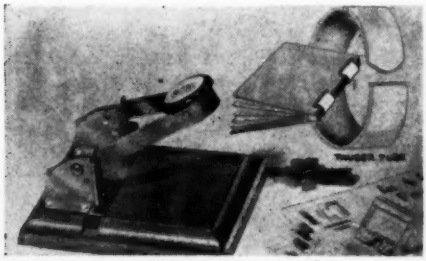
FREE: *Handy wall chart of new Postal Rates for all classes of mail, complete with changes, and parcel post map showing zones for any locality.*

PITNEY-BOWES
Mailing Scales
PITNEY-BOWES, INC.
3433 Pacific St., Stamford, Conn.

Originators of the postage meter . . . offices in 93 cities

BINDING KIT

Tauber Plastics, Inc., 200-Y Hudson St., New York 13, N. Y., offers the Tauber Plastic Binding Kit which enables anyone to bind reports, photo albums, recipes, scrapbooks, etc., in seconds at very little cost. The midget Tauber Plastic Binding Kit consists of a simple hand punch and more than 150 plastic binding tubes, enough to bind over 75 books. It is available for a two-week trial without cost. A pile of photographs can be bound into an album with the kit and a book of any type can be made at home or office. Clippings from magazines, for example, can be bound together. The kit may also be employed to make leather and plastic belts, bracelets, necklaces and other handicraft items. The binding tubes are manufactured from crack-resistant vinyl plastic manufactured by Bakelite Co. They come in the beautiful colors of red, white and blue, in sizes 3/16", 1/4", 5/16", 3/8", 7/16", 1/2", 5/8", 3/4", 7/8" and 1" inside diameter to provide either permanent or loose leaf bound books. The Tauber Midget Punch makes two Tauber Tube Holes at one time, 2½" center to center. The punch has a wood base with silver finish and the working parts are cold rolled, case hardened steel. Punch weighs 1 lb., is 6" long, 4⅝" wide, 4¼" high. It contains an adjustable side and back gauge. The lever, which operates the two-hole punch, is adjustable to extreme accuracy. The kit is attrac-



When you need PRINTING in a RUSH

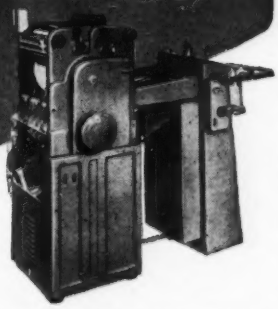
. . . letterheads, envelopes, price change notices, office forms, advertising literature . . . offset or letterpress . . . in black and white or multi-color . . . you can have it promptly . . . without days of waiting.

DUPLICATING, TOO . . . the finest offset work . . . sharp and distinct from first to last . . . a few copies or thousands.

It's all yours when you own a Davidson Dual . . . and you'll quickly pay for it out of savings. Want details? Write today.

Davidson Dual

Hundreds of printers who operate Davidson Duals can give you this fast, low cost service, too.



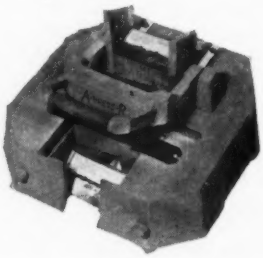
Ask for a Demonstration

DAVIDSON CORPORATION
1036-60 W. Adams St., Chicago 7, Ill.
Please send literature on Model 251 Davidson Dual.
NAME .....
FIRM .....
ADDRESS .....
CITY ..... STATE.....

tively boxed with a four-partition tray which holds the various sizes of Tauber-Tubes. Tray has a clear plastic cover to protect the tubes. Bottom of box is built on a velour coated platform, top cover is attached to the tray with four Tauber-Tubes, without lock, for easy opening and for display. This keeps the plastic in its place for use at any time. Box is finished outside with a wood grain paper. Kit retails at $9.90 f.o.b. New York. Literature on the Tauber Plastic Binding Kit and a free Tauber-Tube bound memo book can be had from above address.

ADDRESSING MACHINE

Nettle Office Equipment Co., 27 Huntington Ave., Boston 16, Mass., announces the Model 200 A-dress-R, a heavy duty desk model addressing machine using metal plates that print through a ribbon. Plates feed automatically and the ribbon winds and reverses automatically to provide uniform simulations of typewritten addresses. Sturdy construction guarantees years of intensive use without mechanical troubles with no adjustments required. To operate, simply place plates in rear hopper and pull down on the handle. No inking or other preliminary preparations are necessary. The A-dress-R



is always ready for instant use for addressing envelopes, statements, tags, labels and other matter. It will imprint circulars neatly. Consecutive, duplicate, repeat and carbon copies are obtainable. Any size paper up to 9" x 12" may be

used. Equipped with a sliding paper guide. Speed up to 1200 impressions an hour. Weight 35 lbs., size 13" x 13" x 9", finished in modern gray wrinkle. Standard B frames are used. Lower part of frame holds the embossed plate, upper part, a card showing name and address. Different colored cards may be used for group identification purposes to allow for skipping of names not desired to be printed. When a name or address becomes obsolete, both card and plate are removed from the frame and new ones inserted in their place. Embossed plates may be ordered by mail as needed. Orders are filled and shipped within 48 hours of the time received. For full information including 10-day free trial offer, write for Circular D. Dealerships open.

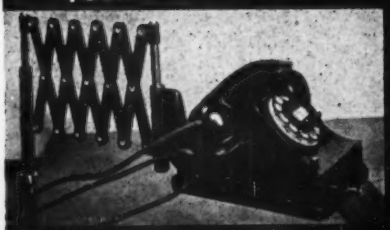
VISUAL CONTROL CHART

Victor Safe & Equipment Co., North Tonawanda, N. Y., makes the Victor Controla-Chart featuring color-keyed visibility, high speed operation and high adaptability to business charting problems. The basic unit of the system is a

15" x 30" enameled board which may be joined to others to accommodate any size record. The chart is designed for use

Extenda phone

The Bracket that KEEPS YOUR DESK PHONE-FREE!



Compact and out of the way.

Don't dial with uncomfortable stretch.

Don't STRETCH to use your phone!
Let *IT* STRETCH to you!

Reduce Fatigue—Increase Efficiency.
Install the New "Desk-clear, Space-saving Glidex Extenda Phone"
Once used, you will never be without it.
Pays for itself alone in time saved.
Closes to Only 9"; Extends to more than 30".
Attach anywhere, office or home.
This is the only extension made to hold present model phones.
Model 200 for present phones (5½" x 7½" tray) **$16.50**
Model 300 Inter-phone (5½" x 9½" tray) **$17.00**
Discounts: 3 or more 10%; 6 or more 15%; 12 or more 20%.

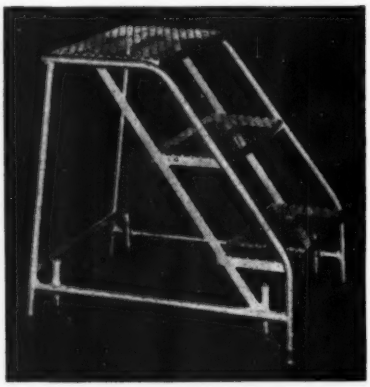
Extenda phones available also for French and Upright phones.
Specify whether wall or desk mount is wanted. Dealers Invited

GLIDEX CORPORATION
4536 W. Roosevelt Rd., Chicago 24, Ill.

on the office or conference room wall and may be kept up-to-date by one operator with a few minutes attention a day. Through the use of colored and printed clip-on signals, name tubes and sliding indicators the executive can obtain a day-to-day picture of his operation, be it sales, production, personnel, inventory or budget.

STEPLADDERS

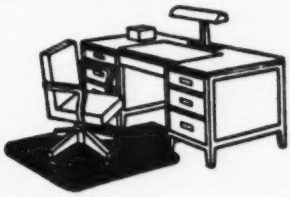
I. D. Cotterman, 4535 N. Ravenswood Ave., Chicago 40, Ill., announces an improved design for their electrically welded Steel Safety Ladders now made from 1" diameter round steel furniture tubing which makes a lighter, stronger ladder. Ladders are made in seven heights from 18" to 72", with from 2 to 8 steps in



both 20" and 26" widths. All four legs are fitted with rubber tired swivel brake casters which allow the rubber cushioned legs to rest on the floor when anyone stands on the ladder. When one is on it, it can be rolled freely. Steps are 8" deep, top platform is 12" deep, and both are made from expanded metal, non-skid and always clean. They are set at an easy slant so that heavy loads can be carried up or down with the least effort. Furnished with or without hand platform rails, finished in bright aluminum. Illustrated folder No. 52-0 showing the complete line is available from above address.

CHAIR MATS

ChairMaster, 72 Park Place, Passaic, N. J., makes and distributes the complete line of chair mats formerly handled by Jersey Carpet Co. These are made of ¼" tempered Masonite with holes prepunched so that mats can be tacked to slippery floors. All edges are smoothly rounded and bottom edge is beveled to avoid cuts. A large stock in 8 sizes assures prompt delivery. Any mat can also be made to sketch up to 4 by 12 ft. Stock color is walnut brown impregnated into the Masonite for long wear. Special decorator colors can be sprayed on



and also give long wear. The Masonite is so tough that carbon edged cutters

NEW! ROUND! NOW....

ARCO'S OPEN-RING RUBBER BANDS

ASK TO SEE SAMPLES OF THIS EXCELLENT NEW TYPE BAND

EASIER to pick up, HANDIER, QUICKER to use! STRONGER all around, yet *COST NO MORE.*

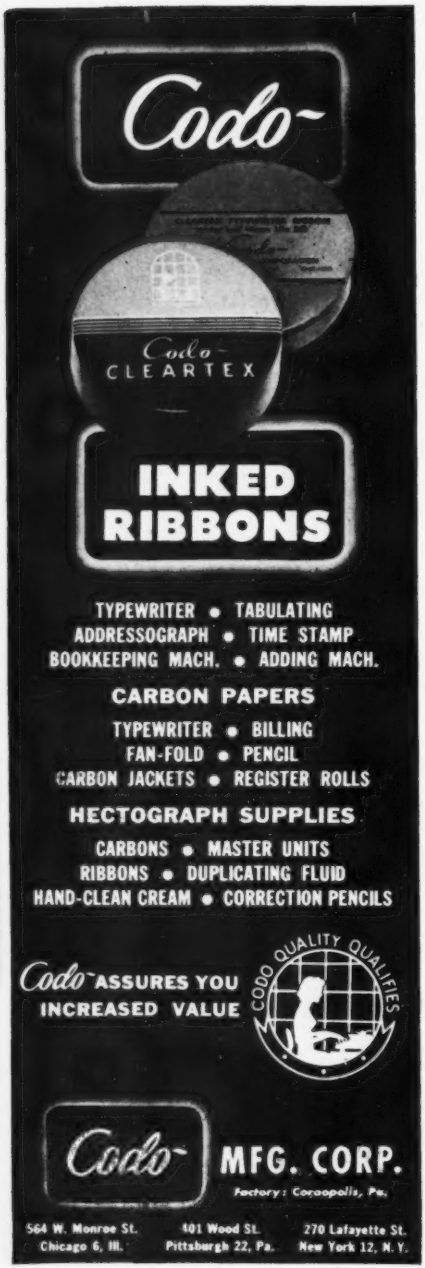
Here's SOMETHING NEW . . . The Band of Tomorrow that makes all others old-fashioned.

ORDER NOW! SAME PRICES!

ALLIANCE RUBBER CO.

ALLIANCE 8, OHIO
SLIDELL, LOUISIANA

Over 300 sizes



had to be designed for it and these have to be frequently changed. Specifications and prices from above address.

SALESBOOKS

Moore Business Forms, Inc., 900 Buffalo Ave., Niagara Falls, N. Y., have issued a catalog to provide dealers' salesmen with data to aid customers in selecting the right product and to figure prices on-the-spot for stock or printed books. The catalog illustrates the construction of Moore's sales books and shows stock and standard body forms and the other sales book products sold through dealers. The line includes sales forms, memorandums, vouchers, books, tally cards and book covers.

DUPLICATING INK

Ink Specialties Co., 523 N. Halsted St., Chicago 22, Ill., makes a quick-drying duplicating ink exclusively for Gestetner duplicators. It is supplied in a tube with special adapter head which fits the Gestetner machine. The adapter forms a coupling with the Gestetner ink pump and permits direct feeding of the ink into the distributing bar. The trade name for this Canode ink is Tube Pakt. It comes in both black and colors and produces sharp, clean copies with minimum penetration on mimeo bond papers. Rapid drying prevents smear and offset yet does not cause ink to harden on waver rolls or bakelite cylinders. Tube Pakt ink will not harm stencils or silk screens, will not pack on the distributor bar or drip from the silk screen, nor will its quick-dry features interfere with proper operation of the ink pump. Stencil inking is quick and thorough. Tube Pakt advertising to the trade stresses

Luck O'the Irish!

Faith and begorra! Trust Irish luck to spot a good thing like Weldon Roberts erasers, that whisk away mistakes as easy as a leprechaun can disappear. The name "Weldon Roberts" means smooth, clean erasing to folks everywhere. Weldon Roberts Erasers "Correct Mistakes in Any Language."

Ask your stationer for Weldon Roberts Erasers that have ALL the extras in quality and performance at no extra cost. Styles and sizes for all your erasing requirements.

WELDON ROBERTS RUBBER CO.
6th Ave. & No. 13th St., Newark 7, N. J.
World's Foremost Eraser Specialists

2020 MASTER PINK—*Medium sized, soft pink super-quality eraser of handy elliptical shape. Ideal for pencil work and cleaning; for drawing and for general use.*

Weldon Roberts Erasers
Correct Mistakes in Any Language

See It and Other New Equipment at Booth 209, N.S.O.E.A. Show

NOW! A Low Cost Expandable Posting Tray

- *Expandable to 9½"* • *Holds 1900 Sheets, 25 Guides*
- *Light Weight* • *Big Time Saver*

New Weber "Expando" Tray eliminates "search" time and speeds posting. No bookkeeping machine installation is complete without this time-saving aid.

- Holds up to 1900 sheets.
- Handles a variety of card sizes.
- 2-Position side arm for offsetting.
- Even pressure keeps records at best posting angle and in perfect shape.
- Tray weighs only 4½ lbs.
- Special base keeps records from sliding.
- Base 15½ x 8" with 11¼" capacity.
- End plates 9" high.
- Dust-proof hood locks to tray.

"Expando" Tray with Stand

FRANCHISES STILL AVAILABLE TO PROFIT-MINDED REPRESENTATIVES IN EASTERN TERRITORIES

Write for Details and New Literature!

Weber Brothers METAL WORKS

110 N. Jefferson Ave., Chicago 6, Ill.

NO BREAKING! Strong, durable Schlegel PULL FASTENERS will not break, or rot. Hold papers *firmly* while you carry them, or for a lifetime in your files.

NO TEARING! Valuable rolled drawings, flat documents, and checks are protected against cutting or tearing. Flat adjustable tape spreads tension.

NO SLIPPING! Fully adjustable to the size of packet. Tightens snugly. Holds firmly.

WRITE! Descriptive folder with prices and sizes will be mailed promptly.

Schlegel MANUFACTURING COMPANY

389 N. Goodman St., Rochester 7, N. Y.

the economy of this ink, with claims of 15% to 20% more copies per tube. The 12-oz. tube is marketed in an attractively printed 2-color carton. On dealer shelves, it forms a definitely individual display telling its own sales story. The diagrammatic illustration of the adapter head tube, on front of the package, identifies Tube Pakt's special application.

NYLON RIBBON

Mittag & Volger, Inc., Park Ridge, N. J., makes Miracle Brand Nylon Ribbons for which a new container has been designed. It features a powder blue pastel cover with the square M & V trade mark appearing in cosmetic red to give the all-metal container feminine eye

appeal. Only the words Miracle Nylon stand out to be remembered. Inside, the cellophane-wrapped ribbon has a matching blue seal. For the present, Miracle Nylon Ribbons will be packed in half-dozen size boxes of similar design. This ribbon is meeting wide consumer acceptance and full information can be had from above address.

FILING INSTRUCTION

Yawman & Erbe Mfg. Co., 1020 Jay St., Rochester 3, N. Y., have published a 24-page filing systems catalog illustrated in color and containing a wealth of information on systems and supplies. As a guide for file clerks, it instructs in filing, indexing, sorting and record con-

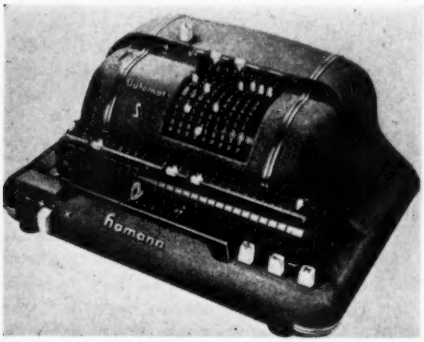
trol; describing and illustrating a 7-step filing procedure. Free copies of this booklet can be had from above address by requesting Catalog No. 3704.

SHORT-RUN FORMS

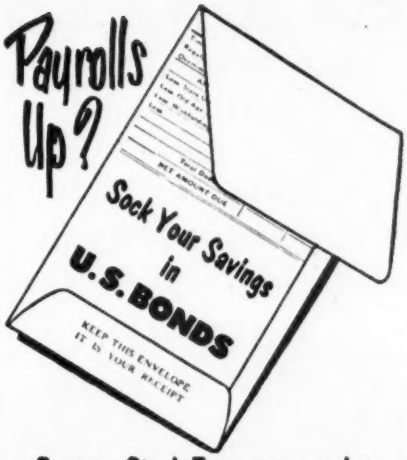
Modern Business Forms Mfg. Co., 308 East 8th St., Cincinnati 2, Ohio, offers a catalog expressly designed to indicate the prices of medium and short runs of carbon interleaved forms. This 20-page booklet blueprints the forms in different styles and gives total price per thousand. The catalog is simple to use and stationers, distributors and printers will find it a handy reference item.

CALCULATOR

Hamann Calculating Machine Co., 2118 Land Title Building, Philadelphia 10, Pa., announced the Hamann Automat S fully automatic calculator, a small, compact machine of simple operation. All



values are set directly on the respective dials and key depression starts the desired calculation. All operations are automatic from the first movement of the carriage to its return to its basic position, which eliminates chances of errors. The machine's automatic short-cut multiplication saves 40% of the regular revolutions. Positive and negative quotients and products may be obtained. Automatic clearance speeds addition and subtraction. All four basic calculating operations can be combined in many dif-



...Save on Stock Form pay envelopes

Long square flap covers confidential data on printed form — and important morale messages can be added at little extra cost.

All Shepco envelopes—Only Shepco envelopes have MINT-E-SEAL® the FLAVOR FLAP

Sheppard ENVELOPE CO.

ONE ENVELOPE TERRACE, WORCESTER 4, MASS.

New York Office: 1133 Broadway, N. Y. 10

Write today for samples — Dept. 128

CUT YOUR COSTS

Use Atlas Systems of Vertical Filing for Offset Plates Duplicator Stencils

ATLAS EFFICIENCY COMBINATION CABINET

This all steel cabinet, 30" high, 30" wide and 20" deep, is available with single suspension pullout frame and shelf (as illustrated) or with full length shelf as storage unit. Has table-top and Yale lock. May be equipped with DSH, PSC, SHA or GRIPDEX Hangers. Capacity 400 to 800 stencils, 200 to 400 offset plates, blueprints, x-ray films.

STOP AND LOOK

at the
Latest additions to ASF Vertical Files
Booths C-3 and C-4
NSOEA Convention
Oct. 4 to 8, Chicago, Ill.

Booth 310, National Business Show
Oct. 20 to 25, New York City

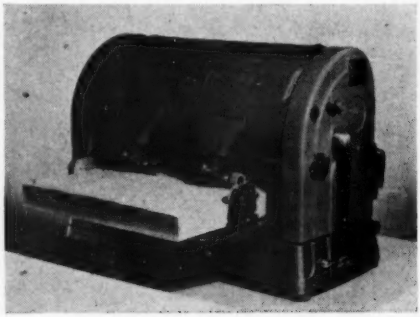
Write for illustrated literature.

ATLAS STENCIL FILES CORP.
1662 EAST 118th STREET, CLEVELAND 6, OHIO

ferent ways. All intermediate results can be used for further calculation without resetting. Logarithms of 8 digits are solved without using tables. Machine's capacity is 9 x 8 x 16 columns and it is equipped with a universal motor for AC and DC.

DOUBLE-STENCIL DUPLICATOR

Rex-Rotary Distributing Corp., 19 West 31st St., New York 1, N. Y., announced the Model D-270 twin-cylinder Rex-Rotary Stencil Duplicator, a double legal size machine with a printing area of 17" x 13½". It takes paper up to 18½" x 15". Two single legal or letter size sheets can be printed simultaneously, or a single sheet can be printed. All

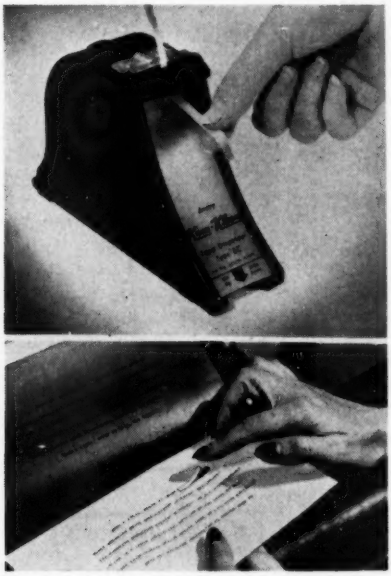


sizes feed automatically. Machine can be used with one double legal size stencil, two single legal size stencils, or one single legal size stencil. Other features of this duplicator are hairline registration through double-action, synchronized paper feed, easy change of colors without changing drums, automatic paper feed for all weights from air mail to card stock as well as folded sheets, and easy adjustment of height and margin. Rex-Rotary double size duplicators are made in hand and electrically operated models. Illustrated literature from above address.

SPIRIT CORRECTON TAPE

Avery Adhesive Label Corp., Monrovia, Calif., makes Kum-Kleen Correction Tape for correcting fluid duplicating

masters. The tape is self-adhesive, does not need moistening. It is not affected by heat, moisture or typewriter vibrations. It is dispensed from a plastic container from which one simply pulls the desired length of tape, presses it onto the reverse side of the master over the



part to be corrected, and types corrections lightly on the face of the master. The master need not be removed from the typewriter to make corrections. Kum-Kleen tape comes in one and two-space widths, and in five-space widths to block out long sections of master copies where only a part of the text will be reproduced.

ILLUMINATED PLATEN

Wm. F. Kottmeyer and Curtis Minogue, c/o Van's Letter Service, 1344 East 63rd St., Chicago 37, Ill., have patented an illuminated translucent typewriter platen which they plan to license to manufacturers of typewriters and typewriter parts for production. This platen gives the typist the same advantages that are had by use of an illuminated

NO WASTE WORDS . . .
Make Long Story SHORT!

Use . . .
Snap Easy

One-Time Carbon-Interleaved
BUSINESS FORMS

For SPEED . . . ACCURACY . . ECONOMY
in office and factory record-keeping activity.

TAILOR-MADE . . . to meet your special requirements.
Snap-Easy Sets • Continuous Forms
Fold-over Statement Forms.

Exclusive, but Not Expensive!

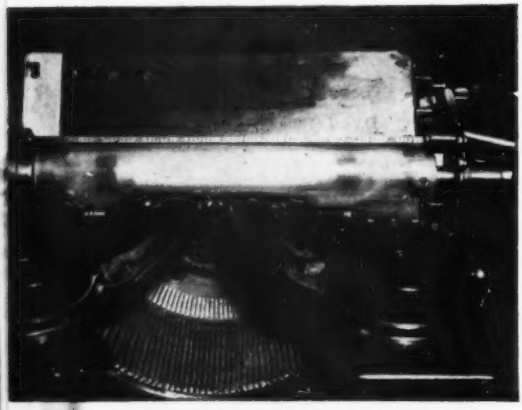
Expert Staff . . . Complete Facilities . . .
Prompt Service . . . . Reasonable Prices!

Make your next office form a Snap Easy

SOLD THROUGH DEALERS
For Prompt Quotations, Write Today!

Arthur J. Gavrin Press, Inc.
DEPT. O, GAVRIN PRESS BLDG.
New Rochelle • New York

drawing scope for producing duplicating stencils and other masters where accurate registration is important. The typist can place the stock to be duplicated in



the typewriter along with the master and the form is clearly visible through the stencil or master. It also helps in correcting stencils which have been already inked. The device plugs into any AC or DC current source. Illustrated literature from above address.

STANDARDIZED FORMS

Alfred Allen Watts Co., 216 William St., New York 38, N. Y., makes Standardized Carbon Interleaved Snap-Apart Sets of invoices, purchase orders, bills of lading, requisitions, sales orders, intercompany correspondence, visitor passes, receiving reports, etc., especially for smaller firms. Forms are standardized for general use, manufactured in large quantities and then imprinted as ordered. Smaller companies may thus purchase their requirements in these convenient time-saving snapsets in quantities as small as 500 sets and at prices comparable to ordinary single or padded forms. The typical form contains all the information generally found on custom made forms and may be shipped from stock immediately. Where imprinting of firm name is required, shipment is made in 5 or 6 days. Samples available.

you helped design the . . . **Odhner**

ADDING MACHINE

why you?

An exhaustive survey was first made of the personal tastes of executives and operators. Their preferences were noted — and the features are today incorporated in the ODHNER ADDING MACHINE!

faster, smoother operation

The ODHNER Adds, Subtracts, Multiplies, Credit Balances with accuracy and swiftness. Operating keys have been reduced to three—for eliminating unnecessary hand movement which slows down operating efficiency.

made with "most wanted" features

ODHNER has dual purpose operating keys; non-add and electric correction keys; fast uni-directional main shaft for longer life. Dollar for dollar it adds up to YOUR BEST ADDING MACHINE BUY!

Write Today for VALUABLE FREE BULLETIN QO-95

Tomorrow's Adding Machine for Today's Business Profits

Odhner Sales inc.

210 FIFTH AVE., NEW YORK 10, N. Y.

A Quality Control Job at Prudential

BENNET B. MURDOCK
Prudential Insurance Co. of America, Newark, N. J.

WE recently finished a clerical job where we used a quality control program that resembled the conventional industrial program. Acceptance Sampling is the name commonly used for the process I will describe. Due to the installation of new tabulating procedures in our billing and accounting functions, it was necessary to transcribe certain information on 2,000,000 policies from register books to cards.

In this particular case we had a basis to set up standards in advance. The same job involving only 200,000 cards was done for one of our regional home offices. This work was checked 100%. A careful inspection of a good-size sample of the checked work disclosed that 3% of the cards still contained errors. We, therefore, set 97% accuracy as the standard we desired for the larger job.

The first step was to have qualified reviewers take a random sample of 10% of each clerk's work every week. If this sample indicated that the work of the transcribing clerk was meeting our standards, the other 90% of her work was not checked. If the sample indicated that the clerk was not meeting our standards, the balance of her work was all checked by a regular checker.

The second and last step was to return all errors to the section head who in turn took them up with the clerks who made the mistakes. The purpose was not to penalize the clerks but to give them further training, or to help them correct poor work habits. This also had the effect of creating a certain quality consciousness among the clerks which had not existed during the transcription for the regional home office.

It took about six months to complete this job. A careful inspection of a good-size sample of the completed work disclosed that there was only 1.7% of the

NEV-R-KURL

CARBON PAPER

the added touch

For that extra something that goes beyond just making a sale, suggest NEV-R-KURL Carbon Paper to your customers. They may not appreciate the saving they can realize on office expense until they actually use NEV-R-KURL, the all-purpose carbon. It won't tree, curl, wrinkle or smudge hands or clothing. Write on your letterhead for samples today while you think of it.

VALET RACKS

Outsells Ordinary Costumers because . . . it "Keeps wraps in press"; holds more and will not tip over.

The S-6 Office Valet is your best recommendation for the small office, for it provides 6 spaced coat hangers, 6 ventilated hat shelves and a built-in umbrella stand.

Sturdy welded steel construction—cannot loosen and wobble. Engineered, it will not tip over. Smartly designed and beautifully finished, it has become standard equipment with leading office planners and architects.

Backed by National advertising and abundant dealer sales helps—it is a profitable unit to catalog, stock and display.

WRITE FOR BULLETIN OV-10

VOGEL - PETERSON CO.
624 So. Michigan Ave., Chicago 5, Ill.

completed work with errors. Furthermore, 70% of the work qualified without checking. The total cost of the transcription job was approximately $115,000. Our quality control program saved approximately $25,000 by eliminating the checking operation on 70% of the cards. The finished product was 98.3% accurate instead of the 97% that we set as our goal. To a person who is not familiar with the techniques of quality control, this may seem fantastic—especially when considering the simplicity of the plan.

This type of clerical work is rather rare. We have an entirely different method of approach, which has been very successful in a wide range of jobs. It is of far greater importance than the limited application described above. The balance of this paper will be devoted to this new approach which seems to be attracting more and more attention.

The primary aim of our program is to do a better job at the same or at a lower cost. Perhaps some additional

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costs might be permitted if there are compensating intangible savings. Errors in company records can prove costly. They can also cause complaints and annoyances which lessen good will. A secondary aim is to give supervision and management a tool to help in the operation of a section or a group of sections. Without detailed knowledge both supervision and management are handicapped.

We are also convinced that good work creates job satisfaction and improves morale. A good craftsman takes pride in his work and so does a good clerk. Certain checks and inspections have been traditional in our clerical operations. If some of these checks or inspections can be discontinued without adversely affecting the quality, we will show a monetary gain.

Each type of clerical operation calls for a tailor-made quality control program, but the general plan follows a definite pattern. It is assumed that management and supervision have been sold on the advantages of the program, that the

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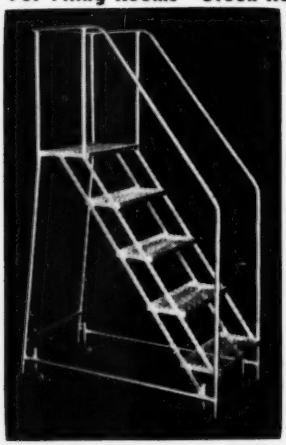

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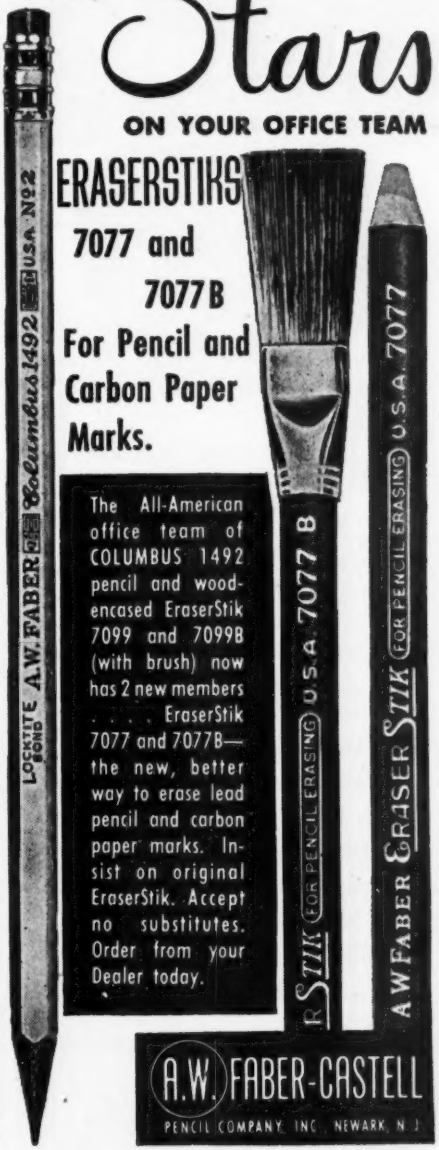

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section being analyzed has been surveyed and that the specific details have been worked out by the quality control staff. The following steps are then customary:

1. The clerks who do the actual analysis of the clerical work are chosen directly from the section being studied. They are called "reviewers" and are rotated with other clerks in the section as the program continues so each clerk will eventually have the experience of reviewing the work of other clerks and thus be exposed to training by all the other members of the section merely by observing how they have done the work. Each member of a section participates in the program and this helps morale.

2. Cases completed by the section are selected by sampling procedures and are analyzed by the reviewers. A "case" is merely the unit of work normally completed by a member of the section. At the start of the average program, about 10% of the work (chosen at random) is reviewed. Later on this percentage is gradually decreased, depending upon the results.

3. The reviewers prepare a "brief" for each case. The brief identifies the case and the clerk who prepared it. It contains information pertinent to any error that may be made, as well as a minimum of other necessary information. This brief may be in the form of a tally sheet or a card with appropriate headings. We frequently use punched cards for easy

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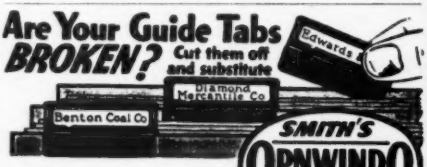

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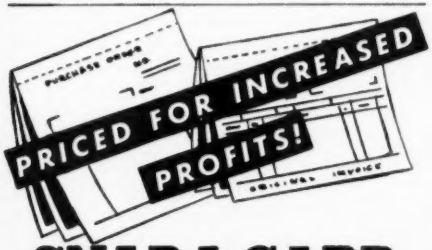
tabulation and analysis.

4. Each case in which an error is found is referred to the section head. This enables him to discuss the details with the clerk who made the error. When unusually good work is found, it is also referred to the section head so that he may commend the clerk.

We use as simple a classification of errors as possible. They can generally be divided as follows: (a) errors in detail, (b) errors in procedure, (c) errors affecting company records, (d) monetary errors, (e) errors requiring supplementary action.

The control of errors rests in the hands of the section head. If the error is a systematic error (an error that would be repeated by the clerk) all that is needed is instruction. If the error is an accidental one (made because of carelessness) some training is still possible in improving work habits. Perhaps a change in the design of some of the forms can cause improvement in accuracy. In any event, part of the



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battle is won if both the clerk and his supervisor know what the score is.

5. Each week the results are tabulated and analyzed by the quality control staff. A simple report showing the section's quality for the week and a comparison with the previous weeks' quality is distributed to all interested individuals.

6. Periodic reports containing such suggestions, analyses, and comments as may seem pertinent are prepared by the quality control staff and sent to management.

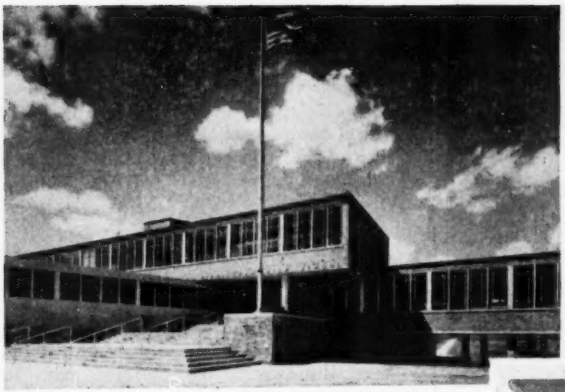
7. Each month a quality graph is prepared for distribution to management level and higher. This tells the story of improved quality at a glance even though it may oversimplify the progress.

8. A monthly analysis is prepared showing a comparison of the actual monetary cost of the program with the demonstrable gains. This requires the keeping of time records and research into the costs of errors. It is the only way of showing the value of a program and of great value in selling the idea of quality control for new installations.

The sections covered by a quality control program are surprisingly diversified as to types of work handled and ability of personnel employed. In every instance, the quality of the work has improved. In most cases, the percentage of errors has decreased anywhere from 50% to 95%. We do not, however, set our goal for accuracy in advance, but determine it as the program progresses. This precludes the use of the well-known control charts used in industry.

There may be some interest in the particular types of clerical work that have been covered by our quality control program. This list includes: correspondence work, calculating work, filing, keypunch work, transcribing and posting work, and will shortly include typing. Other types of clerical operations peculiar only to the life insurance business are also covered.

The effectiveness of the program is not dependent upon the complexities of the work nearly so much as upon the number of people doing the work. A



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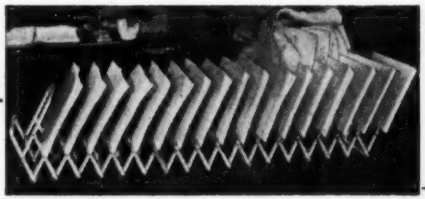

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section of 20 clerks may have five major jobs, each being done by four clerks. Here the work is broken down too fine to obtain maximum results from quality control. It would be much better if each clerk worked on all the major jobs. This is an instance where too much specialization can be harmful.

One particular result is interesting, although not one of the original objectives. Procedures were established where none previously existed, and other procedures were standardized. The standardization of procedures has tended to cut down the number of errors. It is not the function of the quality control staff man to determine what procedures must be followed, but to point out inconsistencies for the section head to straighten out. Many suggestions have been made by the clerks reviewing the work. Seeing how others handled certain cases gives them ideas and makes them more efficient on their regular job. Monetary awards are made for suggestions which are adopted.

Elimination of certain checks and inspections has been brought about but the quality has continued to improve. In fact, there has been created a certain consciousness of quality that did not exist before. In some instances there is strong competition between sections and each section maintains a large display chart of its quality, kept up-to-date daily.

After a quality program has started in a section, we usually find a very rapid but not necessarily steady improvement in accuracy. Any attempt to use control charts in the early stages would show the experiment out of control most of the time. There seems to be no point in using a quality control chart when the limits are changing constantly. At this stage we merely use a chart showing the per cent of accuracy attained by the section. Upon plotting the accuracy of the work, we find that a levelling off occurs sooner or later. It is not until we reach this point that a control chart has any meaning.

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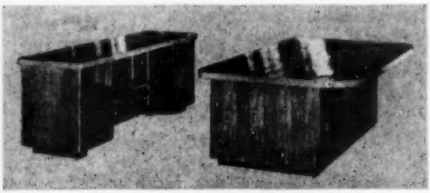

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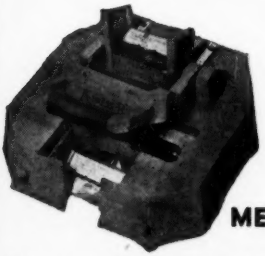

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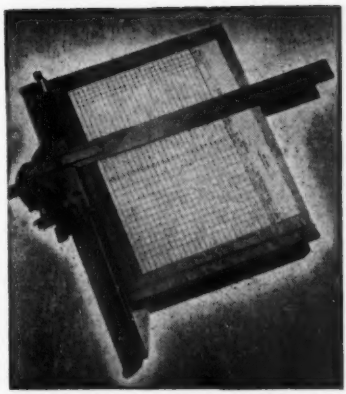

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trol program such as ours. The original installation cost of a program is the heaviest because of the planning required before a program can be put into effect. Then there are the continuing costs of the reviewers and the quality control staff in tabulating and analyzing the results. Measured against these costs are many demonstrable gains obtained from improved accuracy in addition to the many intangible gains. The demonstrable monetary gains have eventually more than compensated for the costs in 92% of the programs we have started.

In spite of the heavy initial installation costs, we have usually come out of the red at the end of two or three months. At the end of 12 months, we have been showing a return of from $2 to $3 for every $1 spent on a particular program. We are justifiably proud of this record.

There comes a point of diminishing returns for every program. This point is indicated by the quality graph when the line of quality starts to fluctuate around a given level. Future gains will not be commensurate with the efforts put into the program. At this point we suggest a cutback in the program, or complete discontinuance for a period of time. Strangely enough, this is when we have one of our hardest selling jobs. Management does not want to give up or curtail a program that has been of such value.

Some extremely important steps should be taken before a quality control program is put into effect. It should be sold to the clerical staff, to the section head, and to management. These people should thoroughly understand the basic aims of the program and participate in it to the fullest possible extent. Only with complete cooperation throughout can the program fully realize its potential. There must be no feeling on the part of the section head that the program is aimed at him or is undermining his authority. The program is to be looked on solely as another tool of management. It is, therefore, imperative that members of the quality control staff

be diplomatic as well as capable.

It is difficult to estimate how much improvement has been due to the mechanics of the system and how much due to the psychological influences at work. Certainly the manner of presentation and administration of a clerical quality control program have a pronounced bearing on the results. In all divisions which have a program, there are intangible benefits which cannot be given a definite dollar value. Improvement of morale, reduction of delays, decrease in exposure to monetary loss and improvement in relations with our policyholders and regional offices are benefits which will increase with the elimination of errors. They cannot be included in a monetary comparison of costs and savings, but they should be considered in any general evaluation of the effect of quality improvement.

A strict control would require the keeping of a control chart for each clerk with appropriate measures taken in the case of any clerk whose accuracy was below the acceptable minimum. This would be proper if we were dealing with machines. In dealing with people, with their psychological and emotional reactions, it might be unwise to have such controls. We seldom use them. What we want is a method to improve the work of a group of people doing the work without any direct or indirect threat to the security of anyone.

The point at which the accuracy levels off may not be the ideal point. It is merely the point reached after the capabilities of the personnel and supervision have been utilized to the greatest possible degree by the quality program used in the section. The program itself determines the ultimate standards. This, I think, is unique in quality control. It is, therefore, possible to split our programs into two parts. The early stages may be looked upon as a period of quality improvement; the later stages as quality control.—*From a paper presented at the annual conference of the Insurance Accounting & Statistical Assn.*

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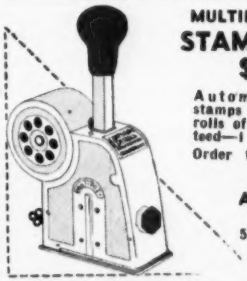

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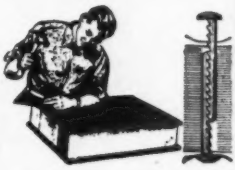

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NEWS of the Office

SPAA Annual Meeting

Systems & Procedures Assn. of America will hold its 5th annual international meeting at the Hotel Roosevelt, New York, Oct. 20-22. The program theme will be "Systems—The Pulse of Good Management." Matt W. Boz, Shell Oil Co., is general chairman of the meeting, and he will be assisted by J. W. Allen, City of New York, and F. W. Wanner, Esso Standard Oil Co., under direction of James Thomson of United States Steel Corp., who is national president.

Wide World Photo

Office employees of Charles Ford & Associates, Chicago, broil a steak for lunch on a rooftop adjoining their offices. Charles C. Solk, president of the company, fixed up the employee retreat for use during the summer months.

NIGP Annual Conference

The National Institute of Governmental Purchasing will hold its 7th annual conference at the Edgewater Beach Hotel, Chicago, Oct. 19-22. Over 70 firms have already taken most of the products exhibit space. Purchasing officials of all governments in the free world have been invited to attend and participate in the program.

AMA Personnel Conference

American Management Assn. will hold its annual personnel conference at the Hotel Astor, New York, Sept. 29-Oct. 1. The program will cover labor relations, development of management men, the elements of personnel administration and gerontology (the study of the aging). The popular workship exhibit of personnel literature will be continued this year.

Graduate Business Schools

A graduate school of business administration will be inaugurated this fall by the University of Illinois. Paul M. Green, dean of the College of Commerce and Business Administration, will be director. Designed for those whose chief interest is in executive work and business administration, it will offer a new two-year program leading to the degree of Master of Business Administration. Students will be drawn not only from the various fields of commerce but also from other undergraduate areas such as liberal arts and sciences, engineering, and agriculture.

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Western Michigan College, with the opening of the fall semester this month, will offer work on a graduate level in business education, and also students on the undergraduate level will be permitted for the first time in Western's history to begin work on the degree of bachelor of business administration. Changes came as the result of the far-sightedness of the Michigan State Board of Education and reflect the forward looking minds of Dr. Paul V. Sangren, WMC president, and Dr. Arnold E. Schneider, department head. Persons working towards the BBA degree may major in accounting, air transportation, economics, general business, secretarial administration and business management. With over 700 students enrolled in courses in this department, Dr. Schneider reports 485 are majoring in business studies.

AMA Education Study

American Management Assn. has appointed Joseph M. Trickett to the newly-created position of associate director of the group's management education study, it was announced by Lawrence A. Appley, president. Mr. Trickett has resigned his position as dean of the School of Management at Golden Gate College in San Francisco to accept the assignment. AMA is conducting its research study, "Management Education for Itself and Its Employees," at the invitation of the Fund for Adult Education established by the Ford Foundation.

Wide World Photo

Born without arms, 23-year-old Mrs. Alta Ficarelli, a mother, is a clerk-typist at McClellan Air Force Base near Sacramento, Calif.

National Conference & Exhibit Calendar

National Business Forms Associates, Cavalier Hotel, Virginia Beach, Sept. 10-14.

Life Office Management Assn., Chalfonte-Haddon Hall, Atlantic City, Sept. 22-24.

American Management Assn., Personnel, Astor Hotel, New York, Sept. 29-Oct. 1.

National Stationery & Office Equipment Assn., Conrad Hilton Hotel, Chicago, Oct. 4-9.

Controllers Institute, Book-Cadillac & Statler Hotels, Detroit, Oct. 5-8.

American Institute of Accountants, Shamrock Hotel, Houston, Oct. 6-9.

American Management Assn., Office Management, New Yorker Hotel, New York, Oct. 16-17.

Institute of Internal Auditors, Chase Hotel, St. Louis, Oct. 19-21.

National Institute of Governmental Purchasing, Edgewater Beach Hotel, Chicago, Oct. 19-22.

Systems & Procedures Assn. of America, Roosevelt Hotel, New York, Oct. 20-22.

National Business Show, Grand Central Palace, New York, Oct. 20-25.

National Assn. of Bank Auditors & Controllers, Schroeder Hotel, Milwaukee, Oct. 27-30.

Industrial Management Society, Time-Motion & Management Clinic, Sheraton Hotel, Chicago, Nov. 5-7.

American Society for Personal Administration, Pfister Hotel, Milwaukee, Nov. 20-21.

National Business Teachers Assn., Congress Hotel, Chicago, Dec. 28-30.

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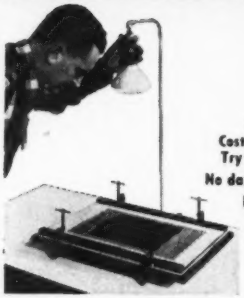

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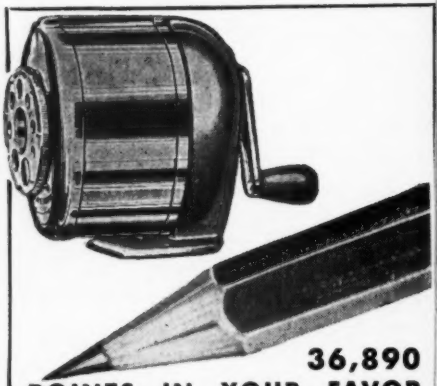

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(*Continued from page 22*)

the beginning of the program was 251 words per minute at 70% comprehension. On completion of the program it was 366 words per minute at 80% comprehension, an increase in speed of over 46%. Progress was determined on the basis of scores attained on equivalent standardized reading tests.

Both the regular reading improvement and the clerical reading improvement program as conducted by the Electronic Supply Office meet for 20 sessions of a half-hour each, three times a week. Tachistoscopic training is a part of each session. The groups begin training by recording four-digit numbers and single words and at the completion of the training record seven-digit numbers and whole sentences (approximately six words) at 1/100 second.

Both forms of the reading program have been enthusiastically received by the employees participating, so much so that the training branch and supervisors of employees at all levels have received numerous requests that they be permitted to enroll. In addition, a number of Navy activities as well as some local manufacturing concerns have made inquiries about the program. From the results of the testing program, the progress mentioned above and the opinions of the participants and their supervisors, the management of the Electronic Supply Office plans to include tachistoscope training as part of the personnel training in many clerical operations.

What can management gain by giving reading and clerical improvement training? Management's gain would be employees who do their jobs more rapidly with greater efficiency. The employee gains personally by improved span of perception and reading speed. As a consequence, modern management philosophy which emphasizes the development of the whole individual will develop happier employees.

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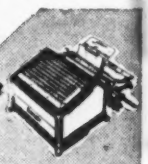

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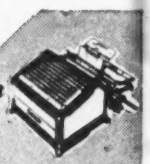

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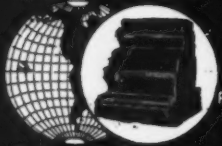

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Maternity Plans

MATERNITY policies of business have increased significance with the growing number of married women in the labor force, according to the Department of Labor's Women's Bureau which recently released a report entitled *Maternity Protection of Employed Women.* Married women workers now number over 10 million and for several years have accounted for more than half of the total number of women workers.

The study presents findings of a field survey of 43 establishments which have maternity programs, reports on the experiences of 831 women claimants of benefits, and discusses briefly the few legislative standards for maternity protection in this country. Maternity protection has been achieved mainly, the report states, through industrial plans sponsored by management and organized labor. During the past decade, both have been concerned increasingly with welfare plans, and individually or jointly have sponsored the increase of such benefits as health and life insurance.

During World War II, because of wage controls and limited wage increases, some collective bargaining agreements provided benefits instead of rate increases. The postwar trend has been to continue, extend and broaden them. Health insurance plans, for example, have been expanded to provide maternity benefits not only for women workers, but in many instances for the wives of employees.

The maternity-benefit pattern, in a number of industrial health insurance policies, is threefold and includes: weekly cash benefits to compensate for time lost from work; hospitalization; and surgical benefits for obstetrical care. Of the 43 establishments surveyed, more than half provided all 3 types of benefits and 3 had provisions for general medical care during pregnancy and after

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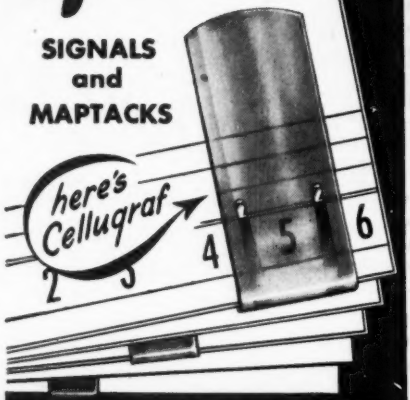

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childbirth. Plans were administered by management, unions, or a combination of both.

Hospitalization, the most commonly provided of all maternity benefits, was available to women workers in all 43 establishments. Costs were borne by the employer alone in 21, by joint contributions of the employer and employee in 17 others, and exclusively by the employee in the remaining 5.

Weekly cash benefits, the policy in 30 establishments, extended over a maximum period of 6 weeks in most cases and usually amounted to less than the average earnings. Though a few women received more, the great majority received from $20 to $30 a week. In 19 of the firms, the cost of providing cash benefits was assumed by the employer and in the other 11 was financed by joint contributions of employees and employer. Private insurance companies were risk carriers for all but 4 of the companies.

Obstetrical benefits, which before 1940 were rarely included in health insurance plans, were available to women workers in all but 3 of the firms which comprised the survey. For the 21 plans carrying insurance with a commercial company, the range in maximum benefits was $30 to $100 for normal delivery and $50 to $200 for Caesarean or other surgery. Of the total establishments surveyed, about 30 had policies which gave some measure of job security to the women who took maternity leave.

Most firms had flexible policies regarding the period of pregnancy at which leave should begin. As a rule, the duties of the employee and her individual needs were the chief determinants. However, 16 firms required or expected pregnant employees to leave at specified periods. Of these, 8 required that they leave their job no later than the fifth month of pregnancy, 7 allowed them to work to the end of the sixth or seventh month, and 1 required manufacturing workers to leave in the fifth month and office workers in the seventh.

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Audit for Files

(Continued from page 72)

service, and method of handling peak and valley periods in the workload. Most of these external factors can be recorded or checked on one work sheet, but the distinct phases of file operation listed under (2) in the preceding paragraph will require a work sheet for each phase. In most cases a tally sheet will be found useful for identifying material test-checked for accuracy and tallying all exceptions resulting from the check.

As a word of caution, don't make any fancy printing of your early audit procedures, because they will need to be tested thoroughly and revised to fit your particular needs.

How much does an adequate program of continuing file audits costs? The answer will have to come to you in jigsaw pieces from your own experience. If you like off-the-cuff answers in general terms, a continuing file audit program is not prohibitive in cost and it is quite likely to prove less expensive than even an occasional service breakdown. The frequency, or cycle, of audits has a considerable bearing on the cost of the program. No set rule can be laid down for this either. Generally the cycle should be based on the salary levels of your file operators because low salaries usually attract less competent people, which results in more turnover, less continuity of established practice and less time or inclination to provide adequate training for new employees. Usually after the first cycle of audits has been completed, administrator and auditor will be able to recognize the weak spots in the file organization. Subsequent audits should hit the weak spots more often, while stronger units will be able to get along with proportionately less auditing. If your organization is relatively small, you may not need a full-time auditor, and can assign this responsibility to an individual who already has other basic duties. In a

atively large company, you may need full-time auditor and possibly a cleri- assistant who can perform the de- led test-checking of the simpler rou- e operations such as index prepara- n and filing operation.

If the administration of your files is headache, you will be glad to adopt continuing file audit program as a nagement improvement device. So, , will your organization. These au- s go a long way to eliminating trouble before it can become serious in an office operation which otherwise can have no review before it is too late. Audits provide the file administrator, who is busy with other larger problems, with fingertip control over technical operating details with which he cannot be expected to be intimately familiar. They invariably improve both the quality of file service and the governing procedures. In short, they can take a lot of the headache out of file administration.

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NEWS of the Industry

MacArthur Joins the Industry

Gen. MacArthur

James H. Rand, president, Remington Rand Inc., announced that General of the Army Douglas MacArthur had accepted the chairmanship of the corporation's board of directors. The directors increased their number to 14 in adding the general to the board. Mr. Rand, who had been serving also as chairman, will continue as president. He revealed that Remington Rand's original offer of the board chairmanship to Gen. MacArthur occurred nearly three years ago but at that time Gen. MacArthur felt his duties in the Far East were of such importance to the nation that he could not accept despite his strong personal desire to do so. Mr. Rand said: "In entering upon his new chapter of personal endeavor, Gen. MacArthur brings to Remington Rand and to the industrial world the immeasurable benefit of those rare talents which have guided the public service in which he has so signally distinguished himself."

Gen. MacArthur, confirming Mr. Rand's announcement, said: "I am delighted to have this opportunity of becoming associated with my old friend, Jim Rand, and with the company he has so ably headed. I am particularly impressed with the progressive policies of Remington Rand in the expansion of foreign markets and in the field of research and development, especially in electronics in which the company now plays a dominant role."

President of Eberhard Faber

Louis M. Brown

At a special meeting of the board of directors of Eberhard Faber Pencil Co. last month, Louis M. Brown, formerly executive vice president, was elected president. Mr. Brown started with the company as Canadian sales representative in 1923. Since then has served as assistant sales mana sales manager, vice president in cha of sales and executive vice presid Duncan C. Taylor was elected secret at the same meeting.

50th Year for Sengbusch

The celebration of the 50th anni sary of the founding of Sengbusch S Closing Inkstand Co. was marred by death of its founder and president, G

Fred Sengbusch

A. G. Schaefe

tav J. Sengbusch. His son, Frederic Sengbusch, formerly vice president treasurer, succeeds to the presidency remains treasurer. Arthur G. Scha former secretary and sales manager,

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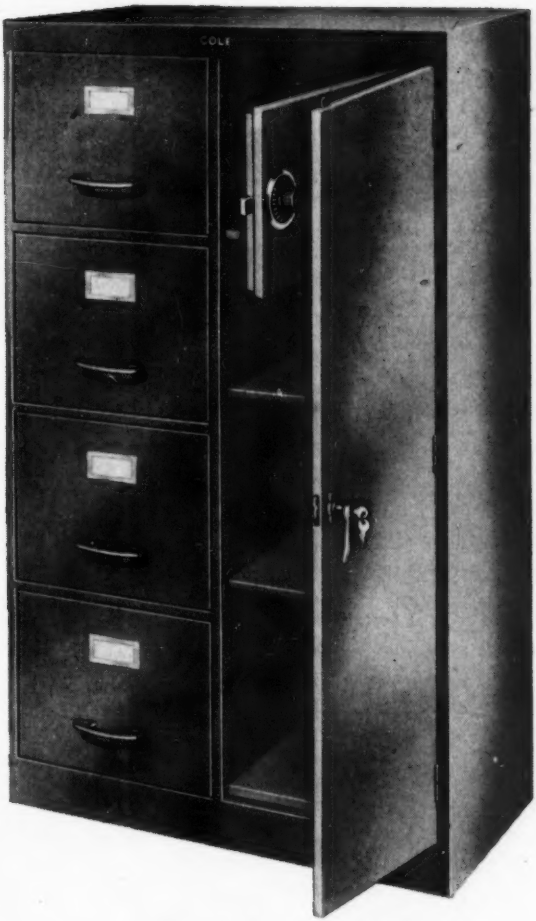

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REEVES BROTHERS INC.

W. Harris Thurston Division, *54 Worth St., New York 13, N.*

been appointed vice president in charge of sales. Mrs. Walter L. Kuehn, the founder's only daughter, is secretary.

Industry Behind All Industries

Once a year leading manufacturers and distributors of the office machine and equipment industry present their latest products and services to industry and business at the National Business Show in New York. This year not only will the newest of the machine tools of management be displayed but, in conjunction with representative American business enterprises guided and operated by management of proved ability, integrity and principle, the show will set forth the basic facts of the American free enterprise system demonstrating how America thrives under capitalism. This impressive exposition of why and how we must continue to grow stronger and more productive will emphasize the need for stronger efforts to combat and defeat the trend toward regimentation and socialization. The office machine and equipment industry has the unique position as the industry behind the operations of all industries, serving every industry, business segment and group. It is above all interests except those that help preserve the American way of life and the American capitalistic system. This effort is directed toward bringing to the attention of all Americans, through all media, the reason for America's greatness. The National Business Show has been the voice of business since 1904 and year after year has presented the newest in business equipment. Now it will also present the best in American management thinking.

Copy-Fix in the U. S.

The firm of Dr. Boger K.G., Hamburg, Germany, manufacturers of photocopying machines, have allotted the representation of the Copy-Fix machine line in the U. S. to Remington Rand, Inc. These arrangements were negotiated by W. F. Brauer, export director of Dr. Boger, K.G.

A. B. Dick Appointment

A. B. Dick Co. announced the appointment of Vernon R. Anderson as manager—special promotions in the advertising and sales promotion depart-

New cafeteria in the Royal Typewriter factory at Hartford, Conn., seats 1,080 and feeds nearly 4,000 daily. It has acoustical tile ceiling, fluorescent lighting and Formica topped tables in four colors seating 4, 6 and 8 persons. Crotty Bros., Boston, has food concession. Cafeteria is directed by Ernest Schauss. Nine mobile units serve snacks throughout the plant.

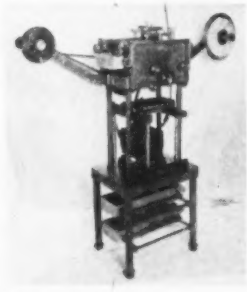
STATEMENTS with CARBON ATTACHED

Modern Business Forms Mfg. Co.
308 E. 8th St., Cincinnati 2

Mfd. in 1 OPERATION

EXPORT
BOOKKEEPING
MACHINES
CALCULATORS
TYPEWRITERS
ALL MAKES, Used and Rebuilt
Mail or Cable us your enquiries. We guarantee prompt personal attention, lowest prices and absolutely reliable service.

Richard Gibian
128 LAFAYETTE STREET
NEW YORK 13, N. Y.
Cables: "ERGIBIAN." Telephone. REctor 2-6580



RIBBON & CARBON MANUFACTURING EQUIPMENT

Floor type modern motorized two color ribbon inker in the inking position.

F. SIMONYE
Mt. Airy & Harbourton Rd.
Lambertville, N. J.
U. S. A.

ADDING MACHINE PARTS
Serving Dealers for 20 Years
Write for Our Catalog

I. A. DEHN, JR.
"The Pioneer Adding Machine Parts Man"
ADDING MACHINE PARTS EXCLUSIVELY
P. O. Box 144, Elmhurst Station,
Oakland 3, Calif.

ment. Mr. Anderson joins A. B. Dick as a specialist in product promotion, having spent his entire business career in advertising and sales promotion work. He was previously assistant advertising manager of a prominent Chicago manufacturer of consumer goods. In his new position he will be primarily concerned with the promotion of the A. B. Dick spirit and lithograph products in addition to mimeograph products.

NOMDA 1953 Convention

The National Office Machine Dealers Assn. will hold its 1953 annual convention at the Ambassador Hotel, Atlantic City, June 18-20, according to Harold Steinke, general convention chairman.

New Post-O-Graf Activity

Changes were recently affected in the organization of Post-O-Graf Mfg. Co., Wilkes-Barre, Pa., long established manufacturers of the Post-O-Graf line of stencil duplicators. Following the retire-

Edgar B. Jessup (seated), president, Marchant Calculators, Inc., announced the firm's entry into the electronics field with acquisition of a controlling interest in Physical Research Laboratories, Inc. of Pasadena which has been renamed Marchant Research, Inc. Mr. Jessup is chairman of the new firm's board of directors and other officers are, standing l. to r., Donald White, chief engineer; George Greene, president; Harold T. Avery and Walter Kassebohm, vice presidents. Marchant Research will soon deliver a MINIAC electronic computer to Atlantic Refining Co. Electronic components developed by Marchant Research will be manufactured and distributed by Marchant Calculators, Inc.

ment of its founder and general manager, R. M. Scott, the business was reorganized with new ownership under the management of E. C. Husted. A new line of machines under the trade name Roswell is being developed in both letter and legal sizes, with and without automatic paper feed, of the open drum type. Attractive in price and appearance to fill the needs of small business, Post-O-Graf is enlarging its dealer organization.

Office Furniture Week

The National Office Furniture Assn. will sponsor the 2nd annual Office Furniture Week, Oct. 19-25, to stress to American business the greater efficiency and productivity and better employee morale that modern office furniture makes possible. Last year's Office Furniture Week was marked by NOFA dealer members in 68 cities in 22 states by means of

Packaged for Christmas

A big sales promotion in the past, a bigger promotion in '52. What would be finer than a Safeguard system of check protection? Now is the time to consider this worthy gift. Models H. K. and Voucher checkwriter machines are available in special Christmas packages. Inquire today.

OVERSEAS DIST. — SAFEGUARD INTERNATIONAL
3312 LANCASTER AVE. — PHILA. 4, PA.

SAFEGUARD CORP., LANSDALE, PA.

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U.S.

CASH REGISTERS
For INDEPENDENT Dealers
(Liberal Open Account Terms)

The FEDERAL CASH REGISTER CO.
DEPT. 18 P. O. BOX 2265 KANSAS CITY, MO.

C-THRU

the Quality Line of STURDY, TRANSPARENT PLASTIC

RULERS • TRIANGLES
T-SQUARES
PROTRACTORS and
OTHER RULING,
DRAWING and
COMPUTING DEVICES

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Hartford, Conn., U. S. A.

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EQUIPMENT-SUPPLIES-PARTS

REBUILT ADDRESSOGRAPH
ALL MODELS
HAND & ELECTRIC

WE MANUFACTURE . . . BUY and SELL Plates, frames, trays, cabinets, tabs, ribbons, speedaumats. Our large stencil embossing dept. gives fast, accurate service.

REBUILT ELLIOTTS
ALL MODELS
HAND & ELECTRIC

WE MANUFACTURE . . BUY and SELL Fibre stencils, long & short trays, cabinets, liquid & paste ink. Also Smith Stencil typewriters.

WRITE FOR INFORMATION, PRICES & CIRCULAR
Dept. 22-O, 40 W. 15th St., N. Y. 11, N. Y.

MAILERS' EQUIPMENT CO.

AVAILABLE AGAIN!

MAP FILE
 # MT4

Mail Order Today

SHIPPED FROM STOCK

A metal cabinet map file—with locking doors. 112 tilting tubes. Easy to file and find maps, tracings to 60".

PATENT NO 1610368. Other Patents Pending.

SCOTT-RICE COMPANY
610 S. Main Tulsa 3, Okla.

MANY LETTERS REACH US EVERY DAY
from our business friends, proving that **Buromarkt** office equipment magazine is internationally recognized. If you are interested in the European market, you can be informed twice a month about all new developments in **Office Machinery, Office Devices, Office Furniture, Office Supplies** and the complete range of Commercial Stationery by the news and trade journal

BUROMARKT International Journal of Office Equipment reaching 10,000 dealers and managers in all countries of Europe with the monthly supplement **Das Rationelle Buro,** (The Efficient Office).

Information from: Atlantic Service Agency, P.O. Box 415, Flushing, N. Y. INdependence 3-6815.

Sample copies from:

VERLAG PETER BASTEN
AACHEN, GERMANY

official Governors' and Mayors' proclamations aided by special store promotions, advertisements and window displays.

Head Bostitch, Inc.

Emmet G. Gardner

The board of directors of Bostitch, Inc., announced the election of Joseph D. A. Whalen as chairman of the board and Emmet G. Gardner as president. Mr. Whalen, Bostitch president since 1928, has been with the company for 43 years. Mr. Gardner is a veteran executive in the metal working field who joined Bostitch a year ago as executive vice president.

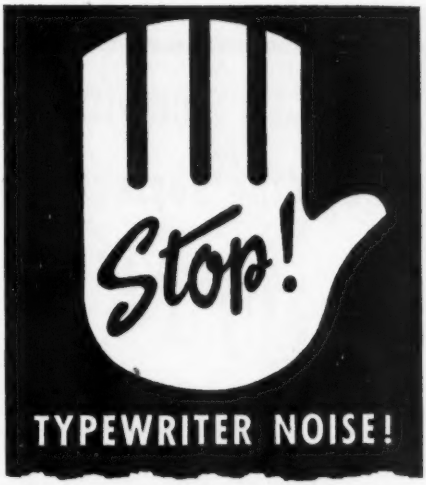
Thurston Sales Manager

Stirling Martin

John M. Reeves, president, Reeves Brothers, Inc., announced the appointment of Stirling Martin as assistant general manager in charge of sales of the W. Harris Thurston fabrics Division. He will report to Harold J. Meyer, general manager, and assume the sales duties of Malcolm R. Pitt, who retired July 1. Mr. Reeves also announced that James J. Schweppe, formerly manager of the Reeves Woven Plastic Fabrics Dept., has joined the Thurston Division as a special assistant to Mr. Martin heading up sales of Reeves-Thurston fabrics to the typewriter ribbon and allied industries.

Weber Ad Manager

Appointment of James B. Crassweller as advertising manager of Weber Addressing Machine Co. was announced by



TYPEWRITER NOISE!

Certain noises in offices are practically impossible to eliminate—but, you can STOP the distracting noise of typing easily and quickly. Simply place a Kil-Klatter pad under each and every typewriter in your office. You'll find that errors will disappear and general office efficiency will improve.

Kil-Klatter pads are designed to absorb the shock and to deaden the noise of typing. Made of genuine long-life OZITE felt, Kil-Klatter pads are dent-proof, skid-proof *and they fit all makes of typewriters.*

$1.25 at your stationer or office supply dealer

"The answer to a quieter office may be under your typewriters"

AMERICAN HAIR & FELT CO.
Dept. T29, Merchandise Mart, Chicago 54, Ill.

KIL-KLATTER
THE SCIENTIFIC TYPEWRITER PAD

"DEALER'S CHOICE"
for
BUILDING BUSINESS

Barrett

GRAYTONE MODELS
WITH DIRECT SUBTRACTION

MODEL B192E
Electric Printing Calculator
9-Column Totals up to 9,999,999.99

MODEL B192
Hand-Operated Printing Calculator
9-Column Totals up to 9,999,999.99

EXCLUSIVE SALES AGENCY PLAN!

Some territories now open for exclusive assignment. If interested in securing an exclusive and profitable agency, write for full information.

BARRETT ADDING MACHINE DIVISION
Lanston Monotype Machine Company
24th and Locust Sts., Philadelphia 3, Pa., U.S.A.

Joseph Weber, president. This marks the reorganization and stepping-up of the company's promotional activities previously handled by the sales department. Mr. Crassweller was formerly assistant advertising manager of Victor Chemical Works, Chicago, and prior to that was in the advertising department of Skilsaw, Inc.

President of Master-Craft

J. Donald McKinney

J. Donald McKinney was elected president of Master-Craft Corp., Kalamazoo, Mich., of which he has been a director since 1943. Mr. McKinney will continue as secretary and purchasing director of Shaw-Walker Co. in Muskegon. He jointed Shaw-Walker as a salesman in 1922 and was elected a director of the company in 1939.

Autocopy Expands

Autocopy, Inc., announced the removal of its factory and offices to 12150 South Peoria St., Chicago 43, where latest modern, improved machinery for the manufacture of duplicator machines, gelatin duplicator rolls, cleansing cream, hectograph refill composition and duplicator fluid have been installed in larger quarters. Large tanks and modern equipment scientifically fill one-gallon cans and 54-gallon drums with duplicator fluid, thereby lowering manufacturing costs and enabling them to pass on the savings to the stationers and dealers.

Victor Appointments

Victor Adding Machine Co. announced opening regional sales offices in New York, Chicago and Beverly Hills. A. F. Bakewell, vice president and general sales manager, made the announcement at meetings in the three cities. Heading

KARLO
OFFICE MACHINE STANDS
BUILT FOR SERVICE

Combining Portability—Efficiency—Appearance—Durability

Adjustable to the natural position of any pair of hands. KARLO STANDS are designed to give better service than any other office machine stand on the market. KARLO STANDS combine added features which assure maximum portability, attractive appearance, utmost efficiency and greatest durability.

Write for full particulars

KARL MANUFACTURING COMPANY
32-36 Ionia Ave. S.W., Grand Rapids 2, Mich.

for the best in
ZIP-A-PART
carbon
interleaved
forms
ask for free
samples and
information

BATTYE-FRANKLIN CORP.
Franklin Building
720 South Dearborn
Chicago 5, Illinois

TYPEWRITERS ALL MAKES

REGAL'S NEW YORK warehouse and 80 stock depots carry a revolving stock of 10,000 machines.

REGALRITE BRAND RIBBONS AND CARBONS

•

THE UTMOST IN QUALITY
THE LOWEST IN PRICES
Proven—Best by Test—Best for Less

•

REGAL TYPEWRITER COMPANY, INC.
200 HUDSON ST., NEW YORK 13, N. Y.

"Save Time with Rite-Line"

THE MODERN COPYHOLDER

RITE-LINE CORP. 1025 - 15th Street, N. W. Washington 5, D. C.

RITE-LINE COPYHOLDER

At a four-day sales convention of F. S. Webster Co. in Cambridge, Mass. Top row: B. M. Wright, H. E. Jacob, K. G. Kirk, B. E. Schaefer, G. J. Hyink, R. C. Robbins, E. W. Goodlett, J. D. Lathrop, R. E. Wells, G. R. Tynan, R. G. Shelp, D. E. Rock. Bottom row: T. W. Dearborn, W. A. Snickenberger, R. R. Merchant, W. H. Gregg, F. H. Caswell, general sales manager; W. H. Adams, T. J. O'Leary, H. Y. Aylwin, A. J. Land, J. B. Peatling.

the offices will be M. W. Turner, eastern; F. C. Allin, central, and Kurt Vasen, western. Mr. Bakewell also announced the creation of a new public relations department managed by James Beam. Edwin C. Dumas was named sales promotion manager.

Mann Gets 3-Year Tenure

A three-year contract was given Harold Mann, executive secretary of the National Office Machine Dealers Assn., by its board of directors in Dallas, in June. "The association was very happy to enter into a three year contract with Mr. Mann," stated president Jack Weiner. "We felt definitely that there would be much more stability to the office of executive secretary by committing the association to a three year term than having that office on a year-to-year basis." A Charleston, S. C., chapter was recently organized.

AN OUTSTANDING RECORD IN BUSINESS MACHINE SERVICE

A specially designed motor to provide exact requirements for the particular machine . . . rugged construction for dependability and long life . . . quiet operation for office efficiency — these are some of the reasons for the high standing of Lamb Electric Motors in the business machine field.

THE LAMB ELECTRIC COMPANY
KENT, OHIO

In Canada: Lamb Electric — Division of Sangamo Company Ltd.— Leaside, Ontario

Lamb Electric

SPECIAL APPLICATION FRACTIONAL HORSEPOWER MOTORS

oledo Business Show

The Toledo Business Show will be held the Secor Hotel, Oct. 14-17. At the quest of local dealers, the show is spon-red by Jack Senn of Universal Ex-bitors, 301 Terminal Building, Toledo Ohio, from whom full information can obtained.

CC Rochester Branch

Commercial Controls Corp. has opened Rochester branch office at their Leigh-n Ave. plant. Millard J. Tanner is anch manager.

o Direct Check Sales

Todd Co. has appointed John W. Isbis-r, professional accountant, as the com-ny's commercial check sales manager. e will be responsible for analyzing siness disbursement procedures from efficiency standpoint and presenting

e-catching window and counter display of merican Writing Paper Corp. for their gle-A Boxed Typewriter Papers. It stands " high, is printed in three colors and lds a sample box which is shipped with display.

3 PHONE PROBLEMS SOLVED

1. *Safeguarding privacy.*
2. *Quieting the office.*
3. *Better hearing—noisy places.*

HUSH-A-PHONE
Model for all types of phones and dictating machines.
Write for Literature
HUSH-A-PHONE
65 Madison Ave.
Room 710
New York 16

ALL PURE COMMERCIAL
WAXES
CARNAUBA • OURICURY • BEESWAX
Sole Agents
GENUINE
***RIEBECK BRAND MONTAN WAX**
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* Reg. U.S. Pat. Off.

SPECIAL MACHINES
for the manufacture of
CARBON PAPERS
TYPEWRITER RIBBONS
DRY STENCILS
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HAIDA ENGINEERING CO.
34-11 Vernon Boulevard
Long Island City 6, New York

Genuine Engraved **Letterheads**
FREE DESIGN
FREE PROOFS
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$12.00 FOR 1000
JUST MAIL US YOUR LETTERHEAD. PROOF MAILED WITHIN 5 DAYS. NO OBLIGATION.
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America's Largest Engraver of Fine Stationery

STORMS

QUALITY PRODUCTS

CARBON PAPER
INKED RIBBONS
CARBONIZED ROLLS

"The Complete Line"

Dealers . . .

Increase your sales. Compete with confidence.

Sell highest grade merchandise produced and guaranteed by a reputable manufacturer with a thorough knowledge of DEALER requirements.

H. M. STORMS COMPANY serving the DEALER TRADE EXCLUSIVELY for more than a HALF CENTURY is exceptionally well equipped to provide everything required in CARBON PAPER, INKED RIBBONS and CARBONIZED ROLLS.

We have complete modern facilities for packaging and imprinting under dealers' private brands.

Investigate our PERSONALIZED service. Carbon paper permanently identified with your brand name printed directly on each sheet of carbon. A sure way to build repeat sales.

Write NOW to Dept. H for details.

H. M. STORMS CO.
STORMS BUILDING
BROOKLYN 16, N. Y.

methods of solving such problems to Tod representatives throughout the countr according to Gilbert J. Owen, vice pres dent in charge of sales.

SoundScriber in R. I.

R. W. Davidson, vice president a general sales manager, SoundScrib Corp., announced the appointment David W. Haynes as SoundScriber di tributor for the Providence, R. I., are including Woonsocket, Pawtucket, Cra ston, Warwick, Newport, and Westerl The company name under which M Haynes will operate is SoundScriber Rhode Island, Inc.

Markus on Long Trip

E. M. Markus, managing director Typewriter Sundries Co., Ltd., Londo left his headquarters in July for a tr that has been taking him to all the cou tries in South and Central America, i cluding the United States. Typewrit Sundries Co., Ltd., are leading supplie to the trade of typewriter spare parts.

Checkwriters as Gifts

During the past years many Safegua Corp. representatives have successful promoted Safeguard Checkwriters as welcome Christmas gift. The sales r sults were so enlightening that Sa guard will put this promotion on a n tional basis. Available to all dealers a distributors, upon request, will be s cially wrapped and name-plated Sa guard Checkwriters. The campaign w center around father-son, employee-e ployer, and as a family gift for the sm business man. Information can be h by writing directly to Ewald May Safeguard Corp., Lansdale, Pa.

Gustav J. Sengbusch

Gustav J. Sengbusch, founder and pr ident of Sengbusch Self-Closing Inksta Co., passed away July 4 after an illn of six months. His company this ye celebrates its 50th anniversary. M Sengbusch was a clerk in a Milwauk office in 1902 when he decided to m

PARTS

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TOOLS

Wilhelm Dreusicke & Co. K.G.

BERLIN SW68 US-SEKTOR
FRIEDRICHSTRASSE 210

LETTER & LEGAL SIZES

VANGUARD
STEEL STORAGE FILES

"Double" as active files. Stack without sag or bulge. Easy roller operation. Oven-baked gray or green—brass finish trim. Prompt shipment.

CONTACT YOUR DEALER TODAY

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Engineering & Manufacturing Company
53 WEST JACKSON BOULEVARD • CHICAGO 4, ILL.

ON'T WAIT until you have to look up a st article before putting your issues of THE FFICE into these handy binders for ready ference. Each binder holds six copies and last one in each volume (June and Dember) contains the complete volume index. nd $3 today for two binders to hold a ar's copies (binders not sold singly), postid from Office Publications Co., 270 Madison Ave., New York 16, N. Y.

We furnish all features and rebuild the machines you order to your direct specifications. All machines unconditionally guaranteed. Inquiries invited.

WE ARE ALSO BUYERS OF ALL MAKES OF OFFICE ACCOUNTING MACHINES

Accounting Machine Export Corp.
434 BROADWAY, NEW YORK 13, N. Y.

How to Make INVISIBLE Erasures

With a few feather-light strokes, a Rush FybRglass Eraser removes the last trace of an incorrect character—keeps your typing clean and professional-looking.

Colorful plastic holder uses long-life propel-repel refills. It must satisfy *you*—or your money back.

RUSH-
-FYBRGLASS ERASER

Order from your Dealer
or send 50¢ and name of dealer to
The Eraser Co., Inc.
104 S. State St., Syracuse 2, N. Y.

AN ADDING MACHINE FOR ONLY $12.95

The RELIABLE Addometer adds, subtracts, multiplies—does BIG work at LOW COST!

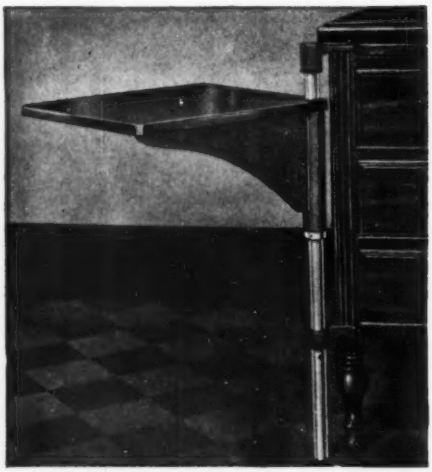
Here's a bantam-weight, portable adding machine that handles figure work as speedily and efficiently as many big, expensive machines. Ideal for business record keeping, inventory work, payroll figuring, billing, checking receipts, etc.

OUTSTANDING ADVANTAGES

Adds, subtracts, multiplies by *direct* action • Easy, speedy operation; instant dial clearance • 8-column capacity; totals always visible • Guaranteed satisfaction or money back.

See your office appliance dealer, stationer, or write—

Reliable Typewriter & Adding Machine Co.
301 W. Monroe Street • Chicago 6, Illinois

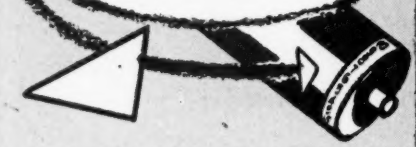


★ ADJUSTO-SWING fits most desks, wood or metal. Easily attached.
★ Adjustable to proper height.
★ Converts flat top to Steno desks.
★ Insures your machines against tipping over.

Adjusto-Swing Office Machine Stands Co.
509 Shelby St. Detroit 26, Mich.

. . . another efficiency-wise reason to insist on

B. F. Goodrich Rollers
in all your typewriters!



PAGE END-ICATOR!

. . . THE NEW STREAMLINED DEVICE that tells your typist exactly how many lines are left on the page.

Only B. F. Goodrich platens are equipped with PAGE END-ICATOR! Your local typewriter dealer has them. Call him TODAY!

Nationally distributed by

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325 N. Wells St. Chicago 10, Ill.

nize the old fashioned corked ink ottle. His first product, backed by his tegrity and followed by the invention many other office specialties, have put e Sengbusch name in offices throughout e world.

dwin H. Mosler Sr.

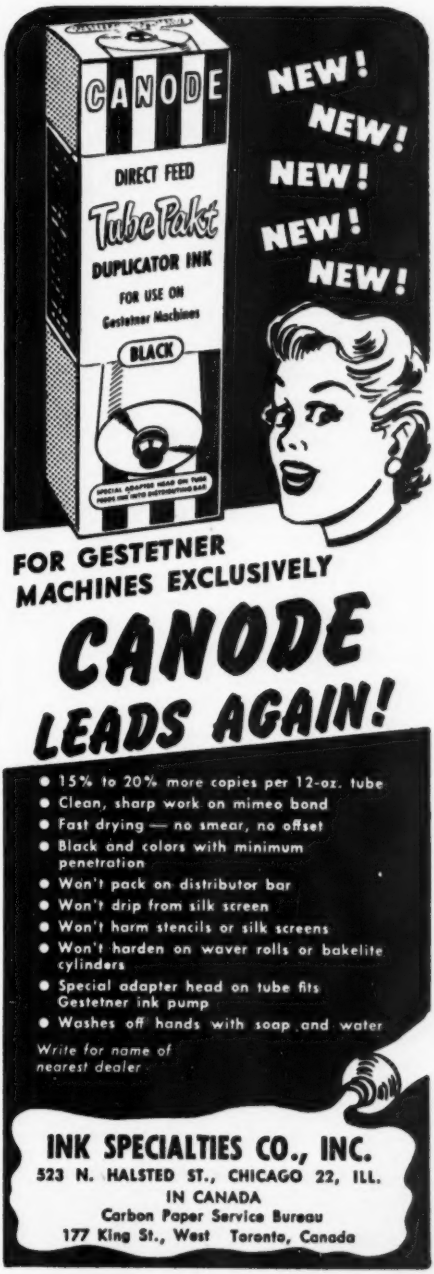
Edwin H. Mosler Sr., 76, president of osler Safe Co., died July 29. As presi- nt of the firm since 1923, he was re- onsible for the company's great growth d an accomplishment under his leader- ip was the installation of the vaults hich safeguard the nation's gold at rt Knox, Ky. Mr. Mosler was one of e founders and a former president of e Safe Manufacturers National Assn. d president of the Mosler Lock Co. e also was a director of the Duplex- ectric Co., New York, and Protectall fe Co., of Syracuse, N. Y. He was esident and director of the Mosler undation, established for philanthropic rposes, and a member of many other vic organizations. In his youth he was well known amateur boxer and swim- er.

orest C. Frye

Forest C. Frye, founder and president Frye Mfg. Co., carbon paper manu- cturers for converters, died of a heart tack July 5. Mr. Frye established the m moré than 40 years ago and was own by printers for his interest and sistance on forms requiring the use of rbon paper.

rthur M. Dickerson

Arthur M. Dickerson, 79, of Rapid ller Co., Chicago, passed away in July. r. Dickerson entered the lithographic lustry in the 1890's and has held vari- s positions in leading plants all over e U. S. For the past 20 years he served pid Roller Co. as a salesman. His ter- ory included large areas of the south, d for some time he covered various dwest states and a number of Chicago counts.



• ADVERTISERS •

Acco Products, Inc. 93
Accounting Forms, Inc. 147
Accounting Machine Export Corp. 197
Acme Adding Machine Service & Sales Corp. 177
Active Mailing Machine Co. 171
Addo Machine Co. 30, 119
Adjusto-Swing Office Machine Stands Co. 198
Allen Business Machines, Inc., R. C. 25, 26
Alliance Rubber Co. 153
Allied Carbon & Ribbon Mfg. Corp. 44
Alpa Plastics Arts Ltd. 106
Amberg File & Index Co. 105
American Addressing Machine Corp. 166
American Carbon Paper Mfg. Co. 83
American Hair & Felt Co. 191
American Lithofold Corp. 182
American Photocopy Equipment Co. 23
Archbold, A. A. 176
Asco International, Ltd. 54
Associated Industrial Designers 166
Atlas Stencil Files Corp. 158
Autocopy, Inc. 182
Autopoint Co. 145

Barrett Adding Machine Division 192
Basten, Peter 190
Bates Mfg. Co. 31
Battye-Franklin Corp. 193
Boorum & Pease Co. 16
Bruning Co., Charles 173
Budlew Products Co. 169
Burroughs Adding Machine Co. 77

Canvas Products Corp. 157
Carter's Ink Co. 128, 129
ChairMaster 166
Chart-Pak, Inc. 126
Clary Multiplier Corp. 124
Codo Mfg. Corp. 154
Cole Steel Equipment Co. 185
Colonial Carbon Co. 122
Columbia Ribbon & Carbon Mfg. Co. 60
Cotterman, I. D. 163
Coxhead Corp., Ralph C. 59
Cramer Posture Chair Co. 101
C-Thru Ruler Co. 190

Davidson Corp. 149
Dehn, Jr., I. A. 188
Dennison Mfg. Co. 20
Dewberry Engraving Co. 195
Dick Co., A. B. 3
Ditto, Inc. ..... Cover III
Dreusicke & Co., Wilhelm 197

Elliott Addressing Machine Co. 45
Eraser Co. 198
Evans Specialty Co. 167
Everlast Pen Corp. 123
Executive Furniture, Inc. 169
E-Z Sort Systems, Ltd. 108

Fabbrica Addizionatrice Italiana 170
Faber-Castell Pencil Co., A. W. 163
Faber Pencil Co., Eberhard 125
Facit, Inc. 90, 107
Federal Business Products, Inc. 37
Federal Cash Register Co. 189
Felt & Tarrant Mfg. Co. 114
Force & Co., Wm. A. 180
Friden Calculating Machine Co. 143
Fuller Brush Co. 166

Gavrin Press, Inc., Arthur J. ..... [illegible]
General Binding Corp. ..... [illegible]
General Multi Forms Sales Co. ..... [illegible]
Gibian, Richard ..... [illegible]
Giidex Corp. ..... [illegible]
Graff Co., George B. ..... [illegible]

Haida Engineering Co. ..... [illegible]
Haloid Co. ..... [illegible]
Hamilton Mfg. Corp. ..... [illegible]
Hammermill Paper Co. ..... [illegible]
Harding Co., Milo ..... [illegible]
Hectographia Corp. ..... [illegible]
Howard Co., Robert ..... [illegible]
Hunt Pen Co., C. Howard ..... [illegible]
Hush-A-Phone Corp. ..... [illegible]

Imperial Desk Co. ..... [illegible]
Indiana Cash Drawer Co. ..... [illegible]
Ink Speciaities Co. ..... [illegible]
Inter-Continental Trading Corp. ..... [illegible]
International Business Machines Corp. ..... [illegible]
International Cash Register Parts Co. ..... [illegible]
International Correspondence Schools ..... [illegible]
Invincible Metal Furniture Co. ..... [illegible]

Jardin Associates, Inc. ..... [illegible]

Kamket Corp. ..... [illegible]
Karl Mfg. Co. ..... [illegible]
Kee Lox Mfg. Co. ..... [illegible]
Kellogg Switchboard & Supply Co. ..... [illegible]
Kline Co., W. R. ..... [illegible]

Lamb Electric Co. ..... [illegible]
Lanston Monotype Machine Co. ..... [illegible]
LeFebure Corp. ..... [illegible]
Litho Engineering & Research ..... [illegible]

M & M Industries ..... [illegible]
Mailers Equipment Co. ..... [illegible]
Manifold Supplies Co. ..... [illegible]
Marchant Calculators, Inc. ..... [illegible]
Master Addresser Co. ..... [illegible]
McGregor & Werner, Inc. ..... [illegible]
Meilink Steel Safe Co. ..... [illegible]
Mercury Printing Co. ..... [illegible]
Midwest Rotary Maniforms Co. ..... [illegible]
Minnesota Mining & Mfg. Co. ..... [illegible]
Modern Business Forms Mfg. Co. ..... [illegible]
Moller Products Corp. ..... [illegible]
Moore, Inc., P. O. ..... [illegible]
Morris Co., Bert M. ..... [illegible]
Mosler Safe Co. ..... [illegible]
Multistamp Co. ..... [illegible]

National Business Publications ..... [illegible]
National Business Show ..... [illegible]
National Cash Register Co. ..... [illegible]
Nebraska Salesbook Co. ..... [illegible]
Neenah Paper Co. ..... [illegible]
Nettle Office Equipment Co. ..... [illegible]
Norta Distributing Co. ..... [illegible]

Odhner Sales, Inc. ..... [illegible]
Old Town Corp. ..... [illegible]
Office Products, Inc. ..... [illegible]
Office Publications Co. ..... 110, 111, [illegible]
Olivetti Corp. of America ..... [illegible]
Outlook Envelope Co. ..... [illegible]
Oxford Filing Supply Co. ..... [illegible]
Ozalid, Division of General Aniline & Film Corp. ..... [illegible]

aliner Co. 169
rless Imperial Co. 140
lips Process Co. 161
ey-Bowes, Inc. 13, 113, 148, 183
Computing Machines, Inc. 32
nouth Rubber Co. 104
-O-Graf Mfg. Co. 171
tisa Distributors, Inc. 180
t-O-Matic Co. 46
pto File Corp. 47
ched Card, The 61

een Ribbon & Carbon Co. 39

id Roller Co. 49
ves Bros. 186
al Typewriter Co. 193
able Typewriter & Adding Machine Co. 198
hington Rand, Inc. 14, 15, 62, 164
lica Products Corp. 179
Rotary Distributing Corp. 115
ng Paper Co. 11
-Line Sales Co. 193
erts Numbering Machine Co. 174
erts Rubber Co., Weldon 155
otyper Corp 142
Dex Division 35
e Ribbon & Carbon Mfg. Co. 50
al Typewriter Co. 102, 103

gard Corp. 189
egel Mfg. Co. 156
tt-Rice Co. 190
weitzer, Inc., Peter J. 52
urity Steel Equipment Corp. 43
ct-O-Phone Division 137
gbusch Self-Closing Inkstand Co. 56
pnard Envelope Co. 157
pman-Ward Mfg. Co. 198

Shredmaster Corp. 138
Simonye, F. 188
S-K Forms Co. 55
Smead Mfg. Co. 38
Smith Co., Charles C. 164
Smith & Corona Typewriters Inc., L. C. ..... Cover II
SoundScriber Corp. 127
Southern Friction Materials Co. 150, 151
Standard Copyholder Sales & Dist. Co. 162
Standard Manifold Co. 135
Storms Co., H. M. 196
Strohmeyer & Arpe Co. 195
Sturgis Posture Chair Co. 89

Technygraph Co. 201
Thomas Mechanical Collator Corp. 100
Thurston Div., W. Harris 186
Tiffany Stand Co. 42
Todd Co. 41
Tubular Specialty Mfg. Co. 180
Typewriter Sundries Co. Ltd. 179

Underwood Corp. ..... Cover IV
U. S. Typewriter Ribbon Mfg. Co. 181

Vanguard Engineering & Mfg. Co. 197
Vari-Typer, The 59
Victor Adding Machine Co. 40
Visual Production Planning, Inc 171
Vogel-Peterson Co. 162

Wassell Organization 141
Watson Mfg. Co. 35
Wausau Paper Mills Co. 109
Weber Bros. Metal Works 155
Weber, Org., A. J. 182
Webster Co., F. S. 87
Wilmer Inc., E. P. 136
Worden Co. 167

Yawman & Erbe Mfg. Co. 51

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U. S. M.

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It is regrettable, but perhaps not too strange, that the Post Office has joined so many other government agencies as the butt of jokes and complaints by the ever-patient American businessman and his customers. No doubt the government realizes that business will find a way out. When we recall the high percentage of work in our offices which found its origin in some previous government action, we know pretty well what our government expects of its citizens. Just add more clerical workers (if you can find them) and carry on.

Maybe sometime the postal ser ice will return to normal—even in prove. In the meantime, busine cannot wait. Office executives a not awaiting help from Washin ton, but instead are enlarging t scope of their own mail-handlin procedures to make up in every wa possible the services no longer pr vided by the Post Office. Offic are improving methods and mecha izing operations so that, even postal service ever does improve, t office will be that much ahead. Son government officials during the w boasted that their directives had, the end, made business more efficien In the case of handling incomin and outgoing mail, this may w prove true. Perhaps some offic did depend too much on Uncle Sa to get their improperly address mail to the desired addressee, work late in the Post Office canc ling their day's-end mountain letters and to overload his carrie with *all* the material on hand f every addressee on every trip.

Well, the Post Office doesn't all that anymore so now it's up our office executives. We cannot s back and wait until the P. O. ha dles it, because our competito might be "rushing" their ma themselves. A coming issue of T OFFICE will be devoted to improvi business mail service through pr cedures and mechanization. If y have done anything good along tho lines in your office which you wou like to pass on to other executive write us about it.

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